

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 16TH AUGUST, 2016

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 16 AUGUST 2016 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

9 August 2016

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
EDUCATION BUSINESS		
4.	Additional Support Needs Provision - Statutory Consultation (Pages 1 - 40) Consider report by Service Director Children and Young People. (Copy attached)	20 mins
5.	Any Other Items Previously Circulated	
6.	Any Other Items which the Chairman Decides are Urgent	
	Education Theme additional Membership of Committee:- Mr G. Donald, Mr J. Walsh, Mr G. Jarvie, Jeanette Aitchison (Parent Representative), Alison Ferahi (Parent Representative), Pupil Representatives.	
OTHER BUSINESS		
7.	Minute (Pages 41 - 48) Minute of Meeting of Executive Committee of 7 June 2016 to be approved and signed by the Chairman. (Copy attached.)	2 mins
8.	Quarterly Corporate Performance Report (Quarter 1, 2016/17) (Pages 49 - 122) Consider report by Chief Executive. (Copy attached.)	30 mins

9.	Monitoring of the General Fund Revenue Budget 2016/17 (Pages 123 - 162) Consider report by Chief Financial Officer. (Copy attached.)	10 mins
10.	Monitoring of the Capital Financial Plan 2016/17 (Pages 163 - 192) Consider report by Chief Financial Officer. (Copy attached.)	10 mins
11.	Projected Balances at 31 March 2017 (Pages 193 - 204) Consider report by Chief Financial Officer. (Copy attached.)	10 mins
12.	Corporate Transformation Progress Report (Pages 205 - 230) Consider report by Corporate Transformation and Services Director. (Copy attached.)	15 mins
13.	Digital Transformation Progress Report (Pages 231 - 240) Consider report by Corporate Transformation & Services Director. (Copy attached.)	10 mins
14.	Report on the Response to the Scottish Government's Consultation on the Draft Strategic Police Priorities for Scotland (Pages 241 - 270) Consider report by Chief Executive. (Copy attached.)	10 mins
15.	Transfer of Cockburnspath Football Pitch to Cockburnspath Village Trust (Pages 271 - 276) Consider report by Service Director Assets and Infrastructure. (Copy attached.)	5 mins
16.	Broomlands and Langlee Primary Schools - Project Update (Pages 277 - 282) Consider report by Service Director Assets and Infrastructure. (Copy attached.)	10 mins
17.	Business Incubator Space - Pilot Project (Pages 283 - 288) Consider report by Corporate Transformation and Services Director. (Copy attached.)	10 mins
18.	Complaints Annual Performance Report 2015/16 (Pages 289 - 320) Consider report by Service Director Neighbourhood Services. (Copy attached.)	15 mins
19.	Any Other Items Previously Circulated	
20.	Any Other Items which the Chairman Decides are Urgent.	
21.	PRIVATE BUSINESS Before proceeding with the private business, the following motion should be approved:- "That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business	

	on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act”.	
22.	Edinburgh - Berwick-Upon-Tweed Local Rail Service (Pages 321 - 328) Service Director Regulatory Services. (Copy attached.)	15 mins

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

Please direct any enquiries to Fiona Henderson Tel:- 01835 826502
Email:- fhenderson@scotborders.gov.uk

This page is intentionally left blank

ADDITIONAL SUPPORT NEEDS PROVISION- STATUTORY CONSULTATION

Service Director Children and Young People

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report requests approval to undertake a statutory consultation on the formal establishment of the new Additional Support Needs School in Earlston and the formal discontinuation of the spectrum classes at Wilton Primary School and St Ronan's Primary School; while at the same time undertaking a non-statutory consultation on the naming of the new Additional Support Needs School in Earlston.**
- 1.2 At its meeting on 24 May 2016, the Executive Committee agreed that formal statutory consultation papers be brought forward regarding the relocation of the existing provision of spectrum classes in Innerleithen Primary School and Wilton Primary School grounds and the establishment of the new Additional Support Needs provision in Earlston. It is intended that in addition to those children being re-located from the existing spectrum classes, the new provision will also be able to support other children with complex needs, not only on the Autistic Spectrum, but also those children who may have complex sensory impairments and be on placements outwith Scottish Borders.
- 1.3 During informal consultation, both local community stakeholders in Earlston and the parents of children who will be relocating as well as parents of children with additional support needs were very positive about the proposals.
- 1.4 The terms of the Schools (Consultation) (Scotland) Act 2010 requires that, before an education authority implements a "relevant proposal", it must first comply with the requirements of that Act. The Proposals to establish the new facility as a school and, to discontinue the spectrum support classes at St Ronan's and Wilton are each "relevant proposals". The Proposal Paper, including the educational benefits statement, is attached as Appendix 1. The consultation response form to the Proposal Paper is attached as Appendix 2.
- 1.5 At the same time as the formal consultation is being undertaken, it is proposed that a separate non-statutory consultation is undertaken on the naming of the new Additional Support Needs School in Earlston. The outcome of this non-statutory consultation will be brought back to the

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee agrees that:

- (a) a statutory consultation be undertaken in terms of the Schools (Consultation) (Scotland) Act 2010 on the proposals to:**
 - (i) establish a new additional support needs school in Earlston; and**
 - (ii) discontinue the spectrum class at Wilton Primary School**
 - (iii) discontinue the spectrum class at St Ronan's Primary School.**

- (b) following the statutory consultation process, a further report on the Proposals be presented to Scottish Borders Council; and**

- (c) simultaneously to the statutory consultation as detailed in (a) above, a non-statutory consultation be undertaken on the naming of the new Additional Support Needs School in the village of Earlston.**

3 BACKGROUND

- 3.1 Scottish Borders Council has invested in a new Additional Support Needs provision, located in the central Borders village of Earlston, to ensure children within the Scottish Borders with complex additional support needs can be educated and cared for in a high quality fit for purpose learning environment.
- 3.2 Following detailed consideration by officers as to how to make best use this facility to maximise the educational benefits which would accrue, a report was presented to the Executive Committee (Education) on 24 May 2016. In that report the broader context of the Council's overall Additional Support Needs provision was presented to Committee, alongside the Council's aspirations of how this new build will enhance the education of the children who the Council expect to re-locate from the current spectrum classes at Wilton and St Ronan's Primary Schools to the new provision at Earlston (see background papers).
- 3.3 The new provision at Earlston will initially be for the primary aged children currently attending the existing provisions in the spectrum classes in St Ronan's, Innerleithen and in the grounds of Wilton Primary Schools. In addition to those children who will be re-located from the existing spectrum classes, but will also be able to support other children with complex needs, not only on the Autistic Spectrum, but also those children who may have complex sensory impairments and be on placements outwith Scottish Borders.
- 3.4 It was agreed that informal consultation would take place with parents of children with additional support needs and stakeholders in the community of Earlston to provide information on the new build provision in advance of the statutory consultation.
- 3.5 Officers attended Earlston Community Council and the local engagement event in June. The community stakeholders were very positive about the new provision and expressed a desire to positively promote the new provision and look at ways to support the inclusion of the provision within the community of Earlston.
- 3.6 Officers presented to the parent network, Borders Aspergers and Autism Group Support (BAAGS), for autistic children. In attendance were some of the parents of the children who will be re-locating and parents whose children currently attend other enhanced provisions as well as mainstream provision in the Scottish Borders. Overall, the parents were very positive about the investment by Scottish Borders Council in Additional Needs Support provision and the specification of the new build. They were supportive of the provision being called a school, but did not present any ideas re the possible name of the school.

4 SCHOOLS (CONSULTATION) (SCOTLAND) ACT 2010 – RELEVANT PROPOSALS

- 4.1 The terms of the Schools (Consultation) (Scotland) Act 2010 requires that, before an education authority implements a "relevant proposal", it must first comply with the requirements of that Act. The Proposals to establish the new facility as a school and, to discontinue the spectrum support classes at St Ronan's and Wilton are each "relevant proposals" and therefore that statutory consultation process must now be engaged. In

this regard, an educational benefits statement has been prepared, as has a formal proposal paper. The proposal paper is attached as Appendix 1 and that contains, as part of it, the educational benefits statement. This paper will be published and the formal consultation process will follow – as detailed in that Appendix. Education Scotland will engage in the process as also set out in the proposal paper.

- 4.2 A Consultation Report will then be compiled and taken to Full Council in December 2016. The Report will advise all stakeholders on the outcome of the statutory consultation exercise undertaken

5 NAMING OF ADDITIONAL SUPPORT NEEDS SCHOOL, EARLSTON

- 5.1 At the same time as the formal consultation is being undertaken, it is proposed that a separate non-statutory consultation is undertaken on the naming of the new Additional Support Needs School in Earlston.
- 5.2 It is intended that the outcome of the non-statutory consultation with regards to the naming of the new additional support needs school in the village of Earlston will be brought back to the Executive Committee for approval.

4 IMPLICATIONS

4.1 Financial

Financial

- a) The provision at Earlston is within the approved capital plan and is profiled to match the construction programme:

2015/2016- £481 k

2016/2017- £1156 k

2017/2018 – £6 k

The revenue consequences of the new facility are being fully developed. It is anticipated these will be met from within existing budgets by transferring existing costs within the current spectrum provisions and within the overall ASN design process. There may be savings from reduced travel costs for pupils who currently require transport outwith the Authority. If pupils who might otherwise be placed outside of the Authority to meet their educational needs choose to stay within the Authority in the new facility ,then significant savings would be accrued as external placement costs are significantly higher than the Council's own placements.

4.2 Risk and Mitigations

- (a) There is a risk that parents continue to request to place children outwith the Authority. This risk is mitigated by consulting as widely as possible with parents of children who may be able to benefit from the facility.
- (b) It is important that parents in the Borders believe that the Council have the facilities and highly skilled staff to meet the needs of

children in the Scottish Borders with complex needs or it creates reputational risk and anxiety for parents. The provision at Earlston highlights the Council's investment in this vulnerable group of learners and will reassure parents of the Council's commitment to getting it right for every child with complex needs.

4.3 **Equalities**

- (a) An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.
- (b) The provision at Earlston will have a positive impact upon children and young people within the Scottish Borders irrespective of age, gender, ability, by providing fully accessible Borders based facilities for a very vulnerable group of learners.

4.4 **Acting Sustainably**

It is expected that the new centralised ASN School in Earlston will reduce travel for children with additional support needs currently attending St Ronan's Primary and Wilton spectrum support classes. It will also reduce travelling time for those children currently attending ASN education provision outwith the Borders who may now attend this new ASN school.

4.5 **Carbon Management**

- (a) There may be a slightly negative effect on carbon emissions by increasing the Council's building footprint however, this is mitigated by a reduction in the number and frequency of journeys by young people being transported out of the Scottish Borders as a consequence of the recommendations, which will have a positive impact on the Council's Carbon footprint.

4.6 **Rural Proofing**

- (a) This report does not propose any changes to any existing policies or strategy with regards to rurality. The Council transports learners with additional support needs to local schools or enhanced provisions. We would expect that the links between the primary and secondary enhanced provisions and the centrality of the new provision in Earlston will ensure that learner transport journeys are reduced including those children living in designated rural areas.

4.7 **Changes to Scheme of Administration or Scheme of Delegation**

- (a) There are no changes proposed to the Scheme of Administration or Scheme of delegation.

5 CONSULTATION

- 5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Donna Manson
Service Director Children and Young People **Signature**

Author(s)

Name	Designation and Contact Number
Donna Manson	Service Director Children and Young People

Background Papers:

Additional Support Needs Provision in Earlston, presented to Executive Committee on 24th May

Appendices:

- Appendix 1 – Proposal Document
- Appendix 2 – Consultation Response Form

Previous Minute Reference: Executive Committee (Education) 24 May 2016

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Donna Manson can also give information on other language translations as well as providing additional copies.

Contact us at Council Headquarters, Newtown St Boswells TD6 0SA.



SCOTTISH BORDERS COUNCIL
CHILDREN AND YOUNG PEOPLE'S SERVICES
PROPOSAL PAPER

AUGUST 2016

The following provisions are affected by the Proposals:

- Spectrum support provision at Wilton Primary School
- Spectrum support provision at St Ronan's Primary School
- The new build Additional Support Needs (ASN) School in the village of Earlston

The following schools are affected by the Proposals:

- Wilton Primary School
- St Ronan's Primary School
- Earlston Primary School
- Earlston High School

This Proposal Paper has been issued by Scottish Borders Council's Children and Young People's Services in terms of the Schools (Consultation) (Scotland) Act 2010.

The Proposals

This Proposal Paper has been prepared by Scottish Borders Council's Children and Young People's Services in accordance with the Schools (Consultation) (Scotland) Act 2010, as amended (the Act).

The Act sets out a consultation procedure which a Local Authority must follow for certain proposals affecting schools in their area. The current Proposals are the discontinuance of two special classes and the establishment of a new school and are therefore subject to the statutory consultation procedure.

This Proposal Paper sets out the details of the relevant Proposals and contains the Educational Benefits in respect of the Proposals.

Detail of the Proposal

That subject to the outcome of this Proposal exercise and statutory consultation process as set out in the Schools (Consultation) (Scotland) Act 2010, as amended:

1. Spectrum support class provision at Wilton Primary School is discontinued;
2. Spectrum support class provision at St Ronan's Primary School is discontinued
3. That the new Additional Support Needs(ASN) build in the village of Earlston is established as a school
4. That the naming of that school is consulted upon as a non-statutory simultaneous consultation within this process;
5. That children from the new school and children from Earlston Primary School and Earlston High School will have the opportunity to build curricular and facility links creating educational benefits for all children.

This proposal therefore also has implications for Wilton Primary School, St Ronan's Primary School, Earlston Primary School and Earlston High School.

The proposed date for the implementation of the Proposal to establish the new school is January 2017. However, there will be flexibility as the staff will transition the children to the new build according to their needs. Therefore the

discontinuation of spectrum support provision at St Ronan's Primary and Wilton Primary will be implemented from April 2017.

SUMMARY OF THE PROCESS FOR THIS PROPOSAL PAPER

PUBLICATION INFORMATION

Proposal Paper Published

1. The proposal paper will be available for inspection, free of charge, at:
 - Council Headquarters ,Newtown St Boswells,TD6 0SA
 - Wilton Primary School, Wellfield Road, Hawick TD9 7EN
 - St Ronan's Primary School, St Ronan's Road, Innerleithen EH44 6PB
 - Earlston Primary School, Earlston TD4 6HF
 - Earlston High School, East End, Earlston TD4 6JP
 - Hawick Library, North Bridge Street, Hawick
 - Innerleithen Library, Buccleuch Street, Innerleithen EH44 6LA
 - Earlston Library, based within Earlston High School, East End, Earlston TD4 6JP

and published on the Scottish Borders Council website:

www.scotborders.gov.uk/asnschool

2. Copies of this Proposal Paper are also available on request from:

Additional Support Needs School
Children and Young People's Services
Scottish Borders Council
Council Headquarters
Newtown St Boswells
Melrose
TD6 0SA

3. This Proposal Paper is available in alternative formats or in translated form for readers whose first language is not English. Please apply to:

Additional Support Needs School
Children & Young People's Services
Scottish Borders Council

Council Headquarters
Newtown St Boswells
Melrose
TD6 0SA

Telephone: 01835828046
E-mail: Imunro@scotborders.gov.uk

4. Formal notice of the Proposal and relevant information will be given and be made available, free of charge, to the consultees listed as follows:
- the parents/carers of the children who attend the spectrum support classes at Wilton Primary School and St Ronan's Primary School;
 - the Parent Councils of the affected schools;
 - the parent/carers of the pupils of the affected schools;
 - the parent/carers of any children likely to attend the new school or any affected school within two years of the date of the publication of the Proposal Paper;
 - the pupils attending the spectrum support classes and the affected schools insofar as the Education Authority considers them to be of a suitable age and maturity;
 - the staff (teaching and other) of the spectrum support classes, the wider team of staff who work in additional support needs specialist services in the Council and the staff at the affected schools;
 - any Trade Union which is representative of the staff;
 - the Community Council of Earlston; Hawick and Innerleithen;
 - Community Planning Partnership named partners
 - the constituency Member of the Scottish Parliament;
 - the constituency Member of Parliament;
 - the List Members of the Scottish Parliament.

Advertisement in Local Media

5. An advertisement will be placed in the relevant local media the week beginning 22 August 2016, giving the dates for the consultation period for public meetings.

Consultation Period

6. The consultation for this Proposal will run from Monday, 29 August 2016 and will end on Monday, 10 October 2016. This period allows for the statutory minimum of six weeks, including at least thirty days.

Public Meetings

7. Public meetings will be held, the details of which are set out below:

Tuesday, 12 September 2016

at

Wilton Primary School, School Hall

Wellfield Road

Hawick

TD9 7EN

7.00pm to 9.00pm

and

Wednesday, 13 September 2016

at

St Ronan's Primary School, School Hall

St Ronan's Road

Innerleithen

TD4 6JP

7.00pm to 9.00pm

and

Thursday, 14 September 2016

at

Earlston Primary School, School Hall

Earlston

TD9 9QT

7.00pm to 9.00pm

Format of Public Meetings

8. Anyone wishing to attend the public meetings is invited to do so. The meetings, which will be convened by Scottish Borders Council, will be

addressed by the Director Children and Young People's Services, and other Senior Officers of the Council.

The meetings will provide an opportunity to:

- Hear more about the Proposal
- Ask questions about the Proposal
- Have your views recorded so that they can be taken into account as part of the Proposal process

A note will be taken at the meeting of comments, questions and officer responses. These notes will be published on the Council website and a copy will be made available on request. These notes will be forwarded to Education Scotland, along with other submissions and comments received by the Council during the consultation process.

Meetings with Pupils and Staff

9. Meetings will be held with pupils (who are considered to be of a suitable age and maturity) and staff in the affected schools. Our pupils in the spectrum support classes will have their views represented by their parents and staff – this is viewed to be appropriate. A record of questions, responses and views will be taken and this will be published in the Consultation Report.

RESPONSES TO THE PROPOSAL

10. Interested parties are invited to respond to the Proposal by making written or electronic submissions on the Proposal to:

Additional Support Needs School
Children and Young People's Services
Scottish Borders Council
Council Headquarters
Newtown St Boswells
Melrose
TD6 0SA
or

Web Address: www.scotborders.gov.uk/asnschool

A response form is available from Additional Support Needs School Children & Young People's Services, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose TD6 0SA or online at www.scotborders.gov.uk/asnschool for the convenience of those wishing to respond. Its use is not compulsory. The response form is provided in Appendix 2.

If you wish to respond by letter or electronically, you are invited to state your relationship with the school – for example, “pupil”, “parent”, “carer”, “relative”, “former pupil”, “teacher in school”, “member of the community” etc. Responses from Parent Councils, staff and Pupil Councils are particularly welcome.

Those sending in a response, whether by letter or electronically, should know that their response will be open to public scrutiny and may have to be supplied to anyone making a reasonable request to see it. If they do not wish their response to be made publicly available, they should clearly write on the document: “I wish my response to be considered as confidential with access restricted to Councillors and Council Officers of Scottish Borders Council”. Otherwise, it will be assumed that the person making the response agrees to it being made publicly available.

All written responses must be received by the last day of the consultation period, Monday, 10 October 2016 at 5.00pm.

INVOLVEMENT OF EDUCATION SCOTLAND

11. When the Proposal document is published, a copy will also be sent to Education Scotland by Scottish Borders Council. Education Scotland will also receive a copy of any relevant written representations that are received by the Council from any person during the consultation period or, if Education Scotland agree, a summary of them. Education Scotland will further receive a summary of any oral representations made to the Council at the public meeting that will be held and, as available (and so far as otherwise practicable), a copy of any other relevant documentation.

Education Scotland will then prepare a report on the educational aspects of the proposal not later than 3 weeks after the Council has sent them all representations and documents mentioned above. In some cases, it is possible for them to extend the 3 weeks with the agreement of the Authority. However, for the avoidance of doubt, the 3 week period will not start until after the consultation period has ended. In preparing their report, Education Scotland may enter the affected school(s) and make such reasonable enquiries of such people there as they consider appropriate and may make such reasonable enquiries of such other people as they consider appropriate.

PREPARATION OF CONSULTATION REPORT

12. The Council will review the proposal having regard to the Education Scotland Report, written representations that it has received and oral representations made to it by any person at the public meeting. It will then prepare a Consultation Report. This Report will be published in electronic and printed formats and will be advertised in local newspapers. It will be available on the Council web-site and from Council Headquarters, public libraries in the vicinity of the affected schools, as well as the affected schools, free of charge. Anyone who made written representations during the consultation period will also be informed about the report. The report will include a record of the total number of written representations made during the consultation period, a summary of the written representations, a summary of the oral representations made at the public meeting, the Authority's response to the Education Scotland Report as well as any written or oral representations it has received, together with a copy of the Education Scotland Report and any other relevant information, including details of any alleged inaccuracies and how these have been handled. The Report will also contain a statement explaining how it complied with the requirement to review the proposal in light of the Education Scotland Report and representations (both written and oral) that it received. The Consultation Report will be published and available for further consideration for a period of 3 weeks.

CONSULTATION REPORT

13. The Consultation Report will be published in electronic and printed formats. It will be available on the Scottish Borders Council website, from Council Headquarter and from the affected schools, free of charge.

Anyone who made written representations during the Consultation Period will also be informed about the Consultation Report. The Consultation Report will include a record of the total number of written representations made during the consultation period, a summary of the written representations and a summary of the oral representations made at the public meetings. It will also contain the Authority's response to Education Scotland's report and any other relevant information, including details of any alleged inaccuracies and how these have been handled.

The Consultation Report will also contain a statement explaining how it complied with the requirement to review the proposal in light of the report by Education Scotland and representations (both written and oral) that it received.

The Consultation Report will be published and available for further consideration for a period of three weeks, before it is presented to Full Council at the Council meeting on 15 December.

SCOTTISH BORDERS COUNCIL DECISION

14. The Consultation Report, together with any other relevant documentation, will be considered by Full Council, who will make a decision regarding the Proposals. The Proposals concerns the discontinuation of provision and the establishment and naming of a new school. It should be noted that the discontinuation of provision could be subject to ministerial call-in by Scottish Ministers.

NOTE ON CORRECTIONS

15. If any inaccuracy or omission is discovered in this Proposal Paper, either by Scottish Borders Council or any person, Scottish Borders Council will determine if relevant information has been omitted or there has been an inaccuracy. It will then take appropriate action which may include the issue of a correction or the re-issuing of the Proposal Paper, or the revision

of the timescale for the consultation period, if appropriate. In that event, relevant consultees and Education Scotland will be advised

16. Given the preparations made in formulating this document, Officers concluded that the Proposal below should be put to the Education Executive for approval.

SCOTTISH BORDERS COUNCIL
THIS IS A PROPOSAL DOCUMENT

ADDITIONAL SUPPORT NEEDS SCHOOL IN EARLSTON VILLAGE
PROPOSAL

That subject to the outcome of this Proposal exercise and statutory consultation process as set out in the Schools (Consultation) (Scotland) Act 2010, as amended:

- Spectrum support class provision at Wilton Primary School is discontinued;
- Spectrum class support provision at St Ronan's Primary School is discontinued ;
- That the new additional support needs build in the village of Earlston is established as a school ;

That the naming of that school is consulted upon simultaneously as a non-statutory consultation part of this proposal process;

- That children from the new school and children from Earlston Primary School and Earlston High School will have the opportunity to build curricular and facility links creating educational benefits for all children

This proposal therefore also has implications for :

- Wilton Primary School
- St Ronan's Primary School
- Earlston Primary School
- Earlston High School

INCLUSION FOR ALL SCOTTISH BORDERS COUNCIL

17. In line with the Standards in Scotland's Schools Act 2000, Scottish Borders Council (SBC) recognises the right of all children and young people to be educated alongside their peers in mainstream schools known as the presumption of mainstream. There is benefit to all children when the inclusion of pupils with additional support needs with their peers is well supported within a positive ethos. SBC also acknowledges that the needs of some children may be best met through specialist provision and that parents' views must be taken into account when it comes to the matter of

school placement. To fulfil our duties, SBC must have both high quality universal school provision and specialist provision able to meet the learning, support and care needs of our children with complex needs. In 2015, as part of the re-structuring within the Children and Young People's Directorate, it was recognised that additional support needs would be best returning to education line management from social work to drive forward the performance of our inclusion quality indicators. This resulted in a renewed strategic approach with key messages aimed at delivering high quality 'Inclusion for All'. Clear expectations were set out for all our schools to develop inclusive practice fit for purpose for the whole range of children with additional support needs from mild to moderate to complex and profound. In our discussions with Headteachers, including engagement sessions where we invited the Headteacher of the school with the best inclusion outcomes in Scotland to present their success, we heard how to improve practice and the following priorities were identified as part of an 'Inclusion for All' commitment:

Together we will:

- a) Create an ethos of achievement for all pupils within a climate of high expectation.
- b) Value a broad range of talents, abilities and achievements.
- c) Promote success and self-esteem by taking action to remove barriers to learning.
- d) Counter conscious and unconscious discrimination that may prevent individuals, or pupils from any particular groups, from thriving in their education.
- e) Actively promoting understanding and a positive appreciation of the diversity of individuals and groups within society.

It was identified that there were key areas for consideration in taking forward the 'Inclusion for All' commitment:

- a) Reduction in transport time for learners.
- b) Ensure flexibility and respond directly to all learners' needs.
- c) A 3-18 approach ensuring effective transitions and progression in learning, with early intervention.

- d) Enhanced secondary provisions which facilitate a broad range of opportunities for attainment, achievement and skills for learning, life and work.
- e) Staff up-skilled to meet the needs of all learners.
- f) Responsive model.
- g) Holistic view of the child/young person.

A significant shift in culture has been achieved in a short period of time. We have moved forward significantly with a 'hearts and mind' change in our schools. We have examples of schools becoming more inclusive, not excluding pupils and developing key strengths in supporting a wide variety of vulnerable young people. There is a real philosophical and cultural shift in school leaders who have not only demonstrated a commitment to 'inclusion for all', but have delivered outcomes which indicate much more inclusive practice. As a result our schools are better equipped to respond to children with additional support needs. However, we are ambitious to deliver the highest quality of service in meeting the needs of all learners including, those with additional support needs, and this will continue to be a key priority in all our improvement plans, eg staff training and professional learning is a key focus moving forward, including the development of specialist expertise and support in key areas such as visual/hearing impairment.

MODEL FOR ENHANCED PROVISION FOR CHILDREN WITH ADDITIONAL SUPPORT NEEDS (ASN)

18. In Scottish Borders Council we do not currently have "special" or "ASN" schools. However, we have a wide range of enhanced learning provisions which are designed to meet the needs of our learners with complex and profound needs, for those parents who make the choice to have their children educated in a specialist provision to best meet the needs of their child. Through the service moving to a more responsive model with highly skilled practitioners, we will develop the quality of all provisions. Our model for meeting the needs of our learners with complex and profound needs is through shared placements in our enhanced provisions and the pupil's mainstream school. These enhanced provisions are now governed

and monitored within the same Quality Improvement frameworks as mainstream schools.

Nationally, almost all children with ASN are expected to receive their Early Learning and Childcare in a local setting with support. In the Scottish Borders that does happen in the main. Originally Langlee Special Needs Nursery was set up for non-ambulant pre-school children with complex needs. Recently Langlee has received the majority of referrals from the Eildon area, whereas nursery children with complex needs across the Borders have attended local nurseries with support. Moving forward, Wilton Complex Needs Primary provision, Langlee Primary Complex Needs provision and the ASN provision in the new Duns Primary School will all have enhanced environments, where we will develop ASN links across the Nursery and the Primary Complex Needs provision. At nursery level it is about considering the individual needs of the child, the family circumstances and creating a local package of support and staff expertise. This is likely to result in the child being supported in a mainstream nursery with links to the enhanced complex primary needs provision, but could lead to a placement in any of the Complex Needs provisions, if this is deemed appropriate to meet the needs of the child, eg if there was a sizeable peer group for the child. We currently have four primary age enhanced provisions:

- a) Teviot Primary Complex Needs Provision situated in Wilton Primary School.
- b) Eildon Primary Complex Needs Provision situated in Langlee Primary School.
- c) Berwickshire Primary Complex Needs Provision situated in Chirnside Primary School (to be housed in the new Duns Primary School provision when it opens).
- d) Tweeddale Primary Complex Needs Provision situated in Halyrude.

Primary School

Although all our secondary schools are inclusive and do provide for children with complex and profound learning needs, we also have ASN bases for complex and profound learners that mirror the Primary Schools in location. This provides strong transitions for our vulnerable learners into a 3-18 targeted model for delivery of support and curricular progression. The other five Secondary Schools continue to be inclusive to all learners,

taking into account the presumption of mainstream access. This is supported by a 3-18 universal support model, including support for learning teachers, the behaviour support service and a range of partners, eg health, social work, community learning and development and the police. The Secondary Schools with dedicated enhanced provisions are:

- a) Teviot Secondary Complex Needs Provision situated in Hawick High School.
- b) Eildon Secondary Complex Needs Provision situated in Galashiels Academy.
- c) Berwickshire Secondary Complex Needs Provision situated in Berwickshire High School.
- d) Tweeddale Secondary Complex Needs Provision situated in Peebles High School.

We also have specialist provision available in Howdenburn Schoolhouse in Jedburgh. This provision currently provides life skills for S5 and S6 pupils with a range of moderate and complex needs who currently attend their local secondary school and enhanced secondary provisions. The young people practise their skills for learning, life and work and attend the Schoolhouse a few sessions per week.

In 2014 the Scottish Government set out clear ambitions within the 'Developing the Young Workforce' strategy, which is fundamentally about ensuring a work relevant educational experience for our young people. It is about all of us valuing and understanding what a rich blend of learning, including vocational education, can offer. It is about employers playing an active role, both shaping and benefiting from Scotland's education system by helping to create the talent pool they need and recruiting young employees. Ultimately, it is about the future workforce, all our young people, making informed and ambitious choices about jobs and careers, ready to take their place in the world as effective contributors. In Scottish Borders we identified how we would deliver the ambitions within 'Developing the Young Workforce' within our 'Senior Phase Strategy'. Every secondary school has focused on this priority and significant progress has been made. The capacity of each school to provide appropriate vocational learning experiences for our children with additional support needs has improved. Although Howdenburn Schoolhouse has continued to support a small group of young people in developing their skills for learning, life and work, it has to be acknowledged that the young people,

who are all on shared placements and attend a provision within a secondary school will now be offered a skills for learning, life and work experience within their enhanced provision as part of the secondary school's 'Developing the Young Workforce' programme. We must now consider how 'Developing the Young Workforce' strategy and the provision at Howdenburn Schoolhouse could be developed to ensure there are clear pathways for skills development and work experience opportunities for our learners with complex needs. We must also involve our partners to ensure these pathways link into adult learning and employability or further education.

IMPROVING AND DEVELOPING OUR ADDITIONAL SUPPORT NEEDS PROVISION IN THE SCOTTISH BORDERS

19. In 2013 SBC identified the need to develop a full time purpose built specialist education and care centre for young people with complex needs, both physical and learning within the Scottish Borders. At the Executive Committee on 17 January 2013 it was agreed to develop a central Borders Additional Support Needs (ASN) provision. It was recommended that the location be in Central Borders to increase accessibility and to reduce travelling times for children. The aim of the Additional Support Needs provision is to offer a service that will reduce the number of children who access very specialist provision out of the Scottish Borders and prevent the need for children to be educated outside the authority, as well as provide an enhanced level of provision for our children with the most profound and complex needs within the Scottish Borders. Baseline information intimated that our outwith educational placements were above the national average. The educational and well-being benefits of having this specialist provision have been identified as follows:

- a) A purpose built learning environment which provides our children and young people with profound and complex needs with an environment which will support their learning and their well-being.
- b) Reduce travelling times for children.
- c) Enhance opportunities for partner agencies to provide specialist services to our children with profound and complex needs, eg health services.
- d) A staff team who will specialise in meeting the learning needs of our children and young people with the most profound and complex needs and can offer advice, guidance and professional learning opportunities for their colleagues.

- e) Nearby Primary and Secondary provisions which will create further skills for learning, life and work opportunities within the child's individual learning plan.
- f) Support to services already provided in locality enhanced support provisions, mainstream schools and outreach specialist teams.
- g) Maximise the potential for integration in mainstream and better transition planning to adulthood services.
- h) Reduction in the need for some children and young people to be placed outwith Scottish Borders for their education.

At the Executive Committee in 2013 it was intimated that the Earlston provision is suitable to meet the Social, Emotional and Behavioural Needs (SEBN) of the small number of young people unable to be met within mainstream education; this matter was to be the subject of a further report. However, it is important to note that there has been significant progress in meeting the needs of children with social, emotional and behavioural needs within our mainstream schools with the creation of bases such as the Connect Zone within Galashiels Academy, the Connect Base in Hawick High School and inclusive approaches developing across all Secondary Schools. A focus on inclusive practice has also had an impact upon success in supporting children with SEBN in all our Primary Schools leading to dramatic reductions in exclusions as the change in practice has impacted upon the schools' approach and capacity to support children with SEBN within the school. The current SEBN resource is a service which is responsive to the needs of children and young people. It operates out of Wilton Centre in Hawick offering in-reach and outreach support to children and young people. The service has to be responsive as some children require support in their existing schools and some benefit from spending some time in the Wilton Centre. The Wilton Centre will continue alongside the focus on developing inclusive practice in our schools to provide children with SEBN with appropriate support.

The additional support needs provision in Earlston will offer education for our children with the most complex and profound needs. We must recognise that we have families who will wish for their child to be educated in their locality and have connections with their local education provision. A number of children will have the opportunity for shared placements between Earlston and the child's local mainstream school. Scottish Borders Council, in building the provision at Earlston, is responding to concerns raised about the existing provision for the Primary 1-4 children with autistic

spectrum needs and profound complex needs who are located within a portacabin in the grounds of Wilton Primary School, and the Primary 4-7 children in a basic classroom in Innerleithen. Although all of the children are on shared placements, it was recognised that they need purpose built provision. This provision will initially be for the primary aged children currently attending the existing provisions in the spectrum classes in St Ronan's, Innerleithen and in the grounds of Wilton Primary School. The new provision at Earlston will not only house the children from the existing spectrum classes, but will also be able to support children with complex needs not only on the Autistic Spectrum, but also those children who may have complex sensory impairments and be on placements outwith Scottish Borders.

THE NEW ASN SCHOOL PROVISION IN THE VILLAGE OF EARLSTON

20. Visual images of the provision at Earlston are attached in Appendix 3. The provision has been designed to provide flexible and adaptable spaces. There are 3 large classrooms, all with direct access to safe outdoor space. An activity space which is the same size as the classrooms provides opportunities for practical experiences and arts/crafts. There are several smaller rooms which are intended for small groups or individuals to access meetings, therapy and tuition.

The building also features a breakout space which can support the development of lifeskills and independent learning in a café style space, which has provision for kitchen workspace and equipment. The sensory/softplay space will be fitted out with equipment for specialised therapy. All these areas will be tailored to provide the best conditions for learning possible for the pupils attending and the décor and soft furnishings are being carefully planned to suit learning needs. As well as a welcoming reception area, appropriate ancillary accommodation for hygiene, administration and storage is provided. The large outdoor space is secure and will be landscaped to provide safe play, multi-sensory experience and attractive surroundings. Parking for staff is available onsite and there will be a safe area for pupil drop off and collection. Pupils attending the provision will be able to access wider facilities, if required, and in liaison with the staff team at Earlston Primary School.

The new ASN school provision will provide a first class learning environment for our children with complex and profound needs. The accommodation will provide us with an opportunity to develop our staff

skill set in areas such as visual and hearing impairment, as well as creating a sensory environment tailored to non-verbal communication approaches as well as verbal.

The new ASN school provision will be set up to provide education for children from 3-12 years. There will be capacity for up to 50 children to attend the new ASN school.

The Eildon Complex Needs Enhanced Provision base in Galashiels Academy currently has complex and profound secondary aged young people. This provision has expanded in recent years and an extra class has successfully developed, which currently provides for our children with learning needs very well. It is expected that the children at Earlston would transition to this provision in Galashiels and that staff would develop close links and specialisms. The provision in Galashiels Academy is very successfully meeting the needs of the secondary aged young people with spectrum and complex sensory additional support needs. It is also recognised that some children may transition to the enhanced secondary provision in their locality. Both the Earlston and the Galashiels provisions will also provide a base for outreach, training and resources to help maintain children within their own community, which will up-skill, staff, and ensure that children learn their skills for life in their local settings and continue to be a part of their own communities as well as receive specialist support in the provisions. In response to concerns about the quality of the fabric and attractiveness of the provision at Galashiels Academy, we have identified investment opportunities which will result in the upgrading of the provision in 2017.

PRESENT POSITION

21. An Overview of Spectrum Support Classes and the ASN Specialist Support Staff Team

Scottish Borders Council's Autistic Spectrum Disorder (ASD) support provision for nursery and primary aged pupils is currently housed in two locations:

- Wilton Primary School, Wellfield Road, Hawick, TD9 7EN in portacabins in the school grounds.

- St. Ronan's Primary School, Innerleithen, EH44 6PB in a classroom in the first floor of the school.
- The existing provision has capacity to provide education for 50 children. This meets the demand for provision.

Rolls:

St Ronan's Spectrum Support class

- School session 2015/2016- 5 pupils
- School session 2016/2017 –5 pupils

Wilton Spectrum Support class

- School session 2015/2016 – 10 pupils (2 classes 5 +5)
- School session 2016/2017 – 10 pupils (2 classes 5 +5)

It is important to note that 100 % of the pupil roll for session 2016/2017 have shared placements, i.e. that they attend the spectrum support classes and attend a local mainstream primary school.

The outreach spectrum support staff are based in an additional location:

- Balmoral Primary School, Balmoral Avenue, Galashiels, TD1 1JJ

The outreach team support the children and the staff in the mainstream aspect of their placement. They also provide support to children with spectrum additional support needs who have fulltime placements in mainstream primary schools.

The learning environments differ in both settings due to the available space in each location. Teaching staff are currently based in one of either location with the Principal Teacher covering both settings along with the provision based in Howdenburn Schoolhouse at Lothian Road, Jedburgh TD8 6LA for senior spectrum support class pupils. In addition to these teachers there are also outreach staff based at Balmoral Primary School, who form part of the Council's ASD service. All staff members are line managed by one team leader who is based in Galashiels. It is proposed that all staff above would be based in the new build situated in Earlston village at the new build ASN School, Berwickshire TD4 6HF.

The proposal is to discontinue the spectrum support classes at Wilton Primary School and St Ronan's Primary School; the ASD staff outreach team based at Balmoral Primary and specialist staff team working across the Scottish Borders will move into the new School build situated in the village of Earlston.

EDUCATIONAL BENEFITS

22. The Educational Benefits Statement has been prepared having regard to the Guidance and Explanatory Notes published by the Scottish Government in association with the Schools (Consultation) (Scotland) Act 2010 and which are available for reference at the following websites, respectively:

www.scotland.gov.uk/Resource/Doc/91982/0097130.doc

www.oqps.gov.uk/legislation/acts2010/en/aspn_20100002_en.pdf

“An education authority shall endeavour to secure improvement in the quality of school education which is provided in the schools managed by them; and they shall exercise their functions in relation to such provision with a view to raising Standards of education.”

As required by the Schools (Consultation) (Scotland) Act 2010, this Educational Benefits Statement is written from the perspective of benefits, should the proposal be implemented.

The Educational benefits of the proposal for all the children affected are as follows:

Scottish Borders Council's Business Plan identifies that we will, as a priority, 'Improve attainment and achievement levels for all our children and young people, both within and out with the formal curriculum' and we will, 'Provide high quality support, care and protection to children, young people, adults, families and older people'.

The purpose of this school is to provide appropriate educational facilities for those children with very complex educational needs and will reduce the need for children to have to use educational establishments outside Scottish Borders. The centre will provide full and part time school places, assessments, training and outreach. There are a number of children and

young people with Complex Needs educated outwith the Scottish Borders and it is anticipated that a new specialist resource will offer options for similar children in the future. However it is unlikely that all the children currently receiving a service outwith the area will return as they are settled in educational establishments. The service will help educate children and young people in the Borders and maximise the potential for re-integration to mainstream and better transition planning into their learning pathways in adulthood.

There is significant practitioner expertise within SBC in supporting pupils with complex needs, but provision for these pupils is currently compromised by the quality of available accommodation/physical infrastructure. Spectrum Support has been successful in managing to sustain primary aged children in the Borders in specialist support centres and with outreach support to mainstream, but the physical provision needs to be improved and centrally located so that the service is delivered from one site in terms of economy of scale. The school would also provide a base for outreach, training and resources to help maintain children within their own community, which will up-skill, staff, and ensure that children learn their skills for life in their local settings and continue to be a part of their own communities.

We are committed to an earlier and more flexible response to our most vulnerable children in both school and community settings, we will achieve this through this re-design of support for our most vulnerable children and young people. The new build has 3 large classrooms, two breakout spaces, a large sensory/soft play room and an activity space along with skills for life area. There is also ample outdoor secure space. All these areas will be tailored to provide the best conditions for learning possible for the pupils attending.

Existing Sites

23. The current provision within Scottish Borders Council for pupils with Autistic Spectrum Disorder is located across two sites:

- 1) A portacabin in the grounds of Wilton Primary School in Hawick (P1 – 3 pupils)
- 2) A wing of St Ronan's primary School in Innerleithen (P 4- 7 pupils)

The current provisions have not been designed to meet the needs of pupils with complex needs and offer a poor quality learning environment. The fabric and condition of the resource in Wilton Primary School is particularly poor.

Young people and the community will benefit from a significantly better quality learning and teaching environment that meets the needs of learners in the 21st century through purpose built learning spaces that take account of Curriculum for Excellence, the sensory curriculum, moving and handling and the development of life skills and transitions to employment, education or further training. The new school will be bright, stimulating and a safe environment for learning and teaching, taking into account the needs of children and young people with complex additional support needs.

Wilton Primary School and St Ronan's Primary School will be able to utilise the space freed up by the specialist resource discontinuing.

Impact on Pupils

24.A single location offers many educational benefits to children, staff and families in the area. Specifically these are:

- ***Reduced transition requirements*** – pupils who attend the new school will be able to complete their primary education in one location. Currently the pupils have to move at the end of Primary 3 to a different location which involves significant changes to travelling time.
- ***Consistency of learning and teaching*** – a single location provides the ability to maximise resources (physical, parents, staff and community). All pupils will continue to enjoy a more enhanced curriculum with greater depth, breadth, coherence, relevance and challenge than within the existing ASN provisions at Wilton and St Ronan's Primary Schools. The opportunity to create learning opportunities for specific age/level of pupils can be maximised by looking at the needs of pupil groups based on learning and not school location.
- ***Enhanced Learning Environment*** – the new build will offer pupils better conditions and environments for learning, opportunities for outdoor education, new and improved additional resources in the form of a large

sensory/soft play space, a dedicated activity space and areas for development of life skills within the same building. Pupils will also be able to where appropriate share facilities with Earlston Primary School building even wider peer relationships.

- ***Children having as wide groups of peers and friends as possible*** – pupils will be working in appropriate peer groups in the enhanced provision, but also have the opportunity to work within their mainstream school through a more focused outreach team being overseen from one central location. Pupils will also be able to, where appropriate, share facilities with Earlston Primary School, building even wider peer relationships.
- ***Developing the Young Workforce*** – the citing of a new ASN school within Earlston will allow senior pupils from Earlston High School the opportunity to gain skills, knowledge and experience of working with young people with additional needs.

Impact on Staff

25.

- ***Developing expertise in staff*** – the Team Leader will maximise collegiate time for all staff that will allow for the sharing of practis support professional development of staff. Using the school as a learning hub for colleagues working within the shared placements will enhance the skills of staff and further develop the inclusion of all children in SBC schools.
- ***Maximising resources for the benefit of all*** – through the joining of staff, resilience is developed by the sharing of skills, time and resources both within and out with the provision linking directly to the inclusion for all agenda.

Impact on the Community

26. Scottish Borders Council places a strong emphasis on school/community partnerships. Earlston Primary and Earlston High Schools both currently have excellent relationships within their local community and the new school will provide further opportunities to develop these links. The specialist facilities will help encourage greater use of the school out with school hours particularly by parents of children and young people with additional support needs. It is envisaged that the new premises will

become an active and vibrant addition to the learning and activities across the whole community.

The community will benefit from a learning hub which is specifically designed to meet the needs of children and adults with complex additional support needs. There will be the space and appropriate facilities for parents to be involved in their children's learning and for the specialist delivery partnership supports such as Speech and Language Therapy, Physiotherapy and the school nurse in a purpose built therapeutic environment.

Impact on Transport and Travelling Arrangements

27. Currently all pupils are transported by taxi to the existing provisions. As the current provisions are located in the West and Southern areas of the Scottish Borders, this can involve long travelling time and distances for some pupils. The re-location of the provision to the new school in Earlston, which is in a central locality, will mean that transport for most pupils will be reduced. Parking for school transport will be improved.

Scottish Borders Council will ensure that they work in close partnership with the Safer Routes to School Team and the Safer Communities Team to ensure all aspects of safety are given due consideration.

Minimising Risk

28. Scottish Borders Council has a good history of working with staff, parents, children and young people and the wider community to identify and overcome issues relating major projects such as new schools. All stakeholders will be given a number of opportunities to participate in the project and the Community Council have already been given the opportunity to comment at evening meetings. We will continue to work closely with all stakeholders throughout this process.

FINANCIAL IMPLICATIONS

29. The provision at Earlston is within the approved Capital Plan and is profiled to match the construction programme:

- 2015/2016 – 481k
- 2016/2017 – 1156k
- 2017/2018 – 6k

The revenue consequences of the new facility are being fully developed. It is anticipated these will be met from within existing budgets by transferring existing costs within the current spectrum provisions and within the overall ASN design process. There may be savings from reduced travel costs for pupils who currently require transport outwith the Authority. If pupils who might otherwise be placed outside of the Authority to meet their educational needs choose to stay within the Authority in the new facility, then significant savings would be accrued as external placement costs are significantly higher than our own placements.

PRE-CONSULTATION AND ENGAGEMENT WITH STAKEHOLDERS

30.As the concept of the new build was progressed, parents and staff of children attending the spectrum support classes were consulted. There was full support for the new build.

A redesign of additional support needs provision was implemented during 2015/2016 when the management of additional support needs was brought back into education management within the Council rather than the existing social work line management. A review of the new ASN build provision was carried out as part of this re-design. Once clarity was reached about how the new provision would fit into the new structures, papers were taken to the Education Executive (Appendix 3) in May 2016 and further engagement was carried out with the community of Earlston and parents of children with spectrum support needs. During the engagement key stakeholders were provided with information about the new build, the nature of the provision, perceived educational benefits as well as how the provision will support the development of staff skills in areas such as visual and hearing impairment as well as enhance our delivery of education to children on the autistic spectrum. The responses from stakeholders were very positive both about the quality of the build and the expected educational benefits that the new ASN School will bring to all affected pupils.

NAMING OF THE NEW ASN SCHOOL

31. We have had an initial discussion with stakeholders during the recent engagement about the naming of the provision. No names were suggested during these discussions. It is proposed that during the statutory consultation period regarding the relocation of provision that stakeholders will be asked to suggest names for the new ASN School within the statutory 30 school day period, thereafter stakeholders will be asked to vote for their preference in relation to the names suggested by stakeholders. This process is not subject to statutory consultation guidance but will be conducted in a fair and transparent manner. The outcome of the school naming consultation will be brought forward as a separate report rather than within the main Consultation Report. In August 2016 we will bring relevant formal statutory consultation papers in respect of the Schools (Consultation) (Scotland) Act 2010 to the Executive regarding:

- a) The discontinuation of the existing provision of spectrum classes in Innerleithen Primary School and Wilton Primary School grounds.
- b) The establishment of the new additional support needs school situated within the village of Earlston.

RESPONDING TO THE PROPOSAL

32. Interested parties are invited to respond to the Proposals by making written or electronic submissions on the proposals to:

Additional Support Needs School
Service Director Children & Young People
Scottish Borders Council
Newtown St Boswells
Melrose
TD6 0SA

For the convenience of those wishing to respond, a form is provided at Appendix 2, and is also available on the Council's website at:

www.scotborders.gov.uk/asnschool

Those wishing to respond are invited to state their relationship with the school – for example, “Parent/Carer of a child at Wilton spectrum support

class”, “Relative of a child at Wilton spectrum support class”, “Teacher of spectrum support”.

Those sending in a response, whether by letter or electronically, should know that their response will be open to public scrutiny and may have to be supplied to anyone making a reasonable request to see it. If they do not wish their response to be publicly available, they should clearly write on the document:

“I wish my response to be considered as confidential with access restricted to elected members and council officers of Scottish Borders Council”.

Otherwise, it will be assumed that the person making the response agrees to it being made publicly available.

RECOMMENDATIONS

33. It is recommended that a statutory consultation in respect of the Schools (Consultation) (Scotland) Act 2010 is carried out regarding:

- a) The discontinuation of the existing spectrum support class in Innerleithen Primary School
- b) The discontinuation of the spectrum support class in Wilton Primary School grounds.
- c) The establishment of the new ASN School in the village of Earlston.

It is recommended that the results of the non-statutory formal consultation into the naming of the new ASN school in the village of Earlston is included as a separate report to the Executive.

Within this Proposal document, the Council is therefore seeking public comment and response on the proposal to discontinue the spectrum support classes at St Ronan’s Primary School and Wilton Primary School and establish a new ASN school in the village of Earlston.

Should this proposal be accepted and implemented, a new ASN school will be established, named and located in the village of Earlston.

APPENDICES

Appendix 1 – Consultation proposal response form

Appendix 2 – Designs of the new ASN build

Appendix 3 – Additional Support Needs School in Earlston, Executive May 2016

Appendix 2

Children and Young People's Services Scottish Borders Council

Statutory Consultation - Proposal Response Form

NEW ADDITIONAL SUPPORT NEEDS SCHOOL IN THE VILLAGE OF EARLSTON

Detail of the Proposal

That subject to the outcome of this Proposal exercise and statutory consultation process as set out in the Schools (Consultation) (Scotland) Act 2010 as amended:

- Spectrum support class provision at Wilton Primary School and spectrum class support provision at St Ronan's Primary School are discontinued;
- That the new Additional Support Needs (ASN) build in the village of Earlston is established as a school and the naming of that school is consulted upon as part of this Proposal process;
- That children from the new school and children from Earlston Primary School and Earlston High School will have the opportunity to build curricular and facility links creating educational benefits for all children.

This proposal therefore also has implications for Wilton Primary School, St Ronan's Primary School, Earlston Primary School and Earlston High School.

The proposed date for the implementation of the proposal is before Easter 2017.

YOUR INTEREST - please tick the most relevant box below to indicate which school you are responding about and your interest:

	Wilton Primary School Spectrum Support	St Ronan's Primary School Spectrum Support	Wilton Primary School	St Ronan's Primary School	Earlston Primary School	Earlston High School
Parent/carer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pupil	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relative of pupil	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parent council member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected Member/ MSP/ MP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Planning Partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CONSULTATION QUESTIONS

1. Do you agree with the proposal that spectrum support class provision at Wilton Primary School and spectrum class support provision at St Ronan’s Primary School are discontinued?

Agree

Disagree

Please tell us the main reasons for your views and why you agree/disagree to the above proposal.

2. Do you agree with the proposal that the new additional support needs build in the village of Earlston is established as a school?

Agree

Disagree

Please tell us the main reasons for your views and why you agree/disagree to the above proposal.

3. Please give us your suggestions for the name of the new school and the reasons for your choice.

Your name suggestion	
Reason	

Once we have a good idea of what the most popular suggestions are, we will be asking everyone involved to take part in a vote to make the final decision on what the new school will be called.

MUST BE COMPLETED FOR A VALID RESPONSE

Name (please print)	
Address	

CONFIDENTIALITY OF RESPONSE

I wish my response to be considered as confidential with access restricted to elected members and officers of Scottish Borders Council	<input type="checkbox"/>
--	--------------------------

THANK YOU FOR TAKING THE TIME TO GIVE US YOUR VIEWS

Your completed form can be handed into your local school or posted to: Additional Support Needs School, Children and Young People’s Services, Scottish Borders Council, Newtown St Boswells TD6 0SA.

You can also give us your views online at: www.scotborders.gov.uk/asnschool

BY MONDAY 10 OCTOBER 2016 AT 5PM

If you have any queries, please email: lmunro@scotborders.gov.uk telephone number, 01835828046

This page is intentionally left blank

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells on Tuesday 7 June 2016 at 10.00 am

Present:- Councillors D. Parker (Chairman), S. Bell, C. Bhatia, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton, R. Smith.
Also Present:- Councillors I. Gillespie, A. Nicol.
Apologies:- Councillors S. Aitchison, J. Brown, M. Cook, V. Davidson.
In Attendance:- Depute Chief Executive (People), Depute Chief Executive (Place), Chief Financial Officer, Corporate Transformation and Services Director, Clerk to the Council, Democratic Services Officer (K. Mason).

1. **MINUTE**

The Minute of meeting of the Executive Committee of 24 May 2016 had been circulated.

DECISION

APPROVED for signature by the Chairman.

2. **CORPORATE PERFORMANCE REPORT: ANNUAL SUMMARY (2015/16) and QUARTER 4, 2015/16**

With reference to paragraph 3 of the Minute the Executive Committee of 16 February 2016, there had been circulated copies of a report by the Chief Executive presenting a summary of 2015/16 performance with details contained within Appendix 1; Appendix 2 of the report providing quarterly performance information. A summary of the main changes made to performance indicators was provided at Section 4 of the report, followed by a high level summary of performance in Section 5. Appendices 1 and 2 of the report provided more detail for each Performance Indicator (PI). All information contained within the Appendices was also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This could be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs". The annual performance information would be used within the management commentary section of SBC's Draft Statement of Accounts, submitted to KMPG and Audit Scotland by 30 June 2016, and for any other annual performance reporting requirements. The Corporate Performance and Information Manager was in attendance to present the report and Members commented on a number of areas. The Depute Chief Executive People referred to the improvements in the level of reading and presented statistics in relation to pupils in primary 1 schools in Langlee and Burnfoot. Primary 4 pupils in the same schools also showed a significant increase in passing attainment tests. Parents were now involved in the process which allowed education to be taken home as well as in the classroom. In response to a question raised about changes in the measurement of the unemployed and the lack of a correction figure because the information had gone from a different base, a rough quantity of the difference was asked for to enable comparison of the ongoing data with the past data, and the Corporate Performance and Information Manager undertook to provide the information. She also undertook to investigate the addition of a third sector supplement as a way of encapsulating wider community funding as opposed to funding influenced by the Scottish Borders Council. Officers were complimented on the new format of the report.

DECISION

NOTED:-

- (a) the changes to performance indicators outlined in Section 4 of the report as part of a continuous improvement agenda; and**
- (b) acknowledged the performance information presented in Section 5 of the report, and within Appendices 1 and 2 of the report, and the action being taken within Services to improve or maintain performance.**

1. 2015/2016 UNAUDITED REVENUE OUTTURN

There had been circulated copies of a report by the Chief Financial Officer providing a statement comparing final revenue outturn expenditure and income for 2015/16 with the final approved budget for the year and explanations for significant variances. An unaudited outturn underspend of £1.284m was achieved in the 2015/16 revenue budget. The £1.284m underspend (0.49% of Final Approved Budget) was delivered following a number of earmarked balances approved by the Executive Committee during 2015/16. In total, these amounted to £12.720m and related to a number of 11.55 initiatives across departments and specifically included £1.906m of carry forward for Devolved School Management (DSM). A high level summary of the outturn position in each Council department was detailed in section 4 of the report. Overall, as required in the Financial Plan, savings of £7.825m were successfully delivered during 2015/16. Of these, £6.620m (85%) were delivered permanently. The remaining £1.205m (15%) of savings were achieved on a temporary basis and thus particular emphasis was being placed on permanent delivery of these savings during the early part of 2016/17. Concern was expressed in relation to the delay in migration within the SWAN project which had created a significant overspend in 2015/16 which had been offset by underspends in other areas primarily due to a hold on non-essential discretionary spend in the last quarter of the year. The Chief Financial Officer advised of sensitive position including the legal position with the contract relating to the SWAN project. Due to the delay in switchover, the Council was still paying the previous contractor for 16 sites which had not as yet migrated. As with Dumfries and Galloway Council, the intention was to put a contingent asset into the Council's accounts. Members noted the favourable outturn position and thanked the Corporate Management Team and staff for all their financial management across the Council.

DECISION

AGREED to:-

- (a) note the content of the report and the outturn position prior to Statutory Audit;**
- (b) note that this draft unaudited outturn position would inform the budgetary control process and financial planning process for the current and future years; and**
- (c) approve the adjustments to earmarked balances as noted above and detailed in Appendix 1 to the report.**

4. BALANCES AS AT 31 MARCH 2016

There had been circulated copies of a report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2016. The Council's General Fund useable reserve (non-earmarked) balance was £5.638m at the end of the financial year. The 2015/16 balances were before a series of technical accounting adjustments, the effect of which were expected to be broadly neutral. Adjustments required as a result of the Statutory Audit process would be reported at the conclusion of the Audit. There were a number of areas of potential pressures identified for 2016/17 which, if not addressed during the financial year, might require the drawdown of further resources from the useable reserve.

The total of all useable balances, excluding developer contributions, at 31 March 2016 was £29.910m compared to £26.536m at 31 March 2015. It should be noted that the 2015/16 figures included £12.720m of balances earmarked for use in 2016/17 and future years (2014/15 £7.492m of balances earmarked for use in 2015/16 and future years). The Chief Financial Officer confirmed that Developer Contributions as detailed in Appendix 3 to the report were constantly monitored and applied as quickly as possible within the time period.

DECISION

NOTED:-

- (a) the revenue balances as at 31 March 2016 as detailed in Appendices 1 and 2 to the report including movement in the Allocated Reserve since the last reporting period; and**
- (b) the balance in the Capital Fund as detailed in Appendix 3 to the report.**

5. CAPITAL FINANCIAL PLAN 2015/16 – FINAL UNAUDITED OUTTURN

There had been circulated copies of a report by the Chief Financial Officer providing a statement comparing the final capital outturn for 2015/16 with the final budget for the year and identifying the main reasons for any significant variations. The final capital outturn statement for 2015/16 was included in Appendix 1 to the report and included reasons which had been identified by the Project Managers and Budget Holders for the variances to the final approved budget. This identified an outturn expenditure of £44.953m which was £2.956m below the final revised budget of £47.909m. The chart in paragraph 4.6 of the report demonstrated that there had been an increase in the cumulative net movement between 2015/16 and future financial years compared to the previous financial year. With regard to the Transport Interchange and the change in the eligible expenditure criteria for external funding and items not reaching defrayal before project financial close resulting in the total grant receivable for the project being reduced by £251k, it was noted that discussions continued with the Scottish Government regarding the funding of this project. It was also confirmed that the old bus station next to the Transport Interchange had now been demolished.

DECISION

AGREED:-

- (a) the final outturn statement detailed in Appendix 1 to the report;**
- (b) to note the adjustments to funding detailed in Appendix 1 to the report;**
- (c) to note the final block allocations detailed in Appendix 2 to the report; and**
- (d) to note that the results would inform the capital planning, monitoring and control processes for the current (and future) years.**

6. CORPORATE DEBTS WRITE OFFS IN 2015/16

There had been circulated copies of a report by the Chief Financial Officer, as required by the Financial Regulations, detailing the aggregate amounts of debt written off during 2015/16 under delegated authority. The report covered the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, and Housing Benefit Overpayments. The total value of write-offs increased from £0.627m in 2014/15 to £0.679m in 2015/16. There were ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that might require to be written off as irrecoverable in future years. These were identified in paragraph 6.2 of the report. The Chief Financial Officer confirmed

that the Council was happy with the service provided by Sheriff Officers, Walker Love, and answered questions relating to council tax and non-domestic rates surcharges.

DECISION

NOTED the debtor balances written off during 2015/16 under delegated authority.

7. REQUEST FOR THE REMOVAL OF A SECTION OF ROAD FROM THE COUNCIL'S LIST OF PUBLIC ROADS

There had been circulated copies of a report by the Service Director Regulatory Services seeking approval for the removal of part of the D148/4 Samieston and Upper Samieston road from the Council's List of Public Roads. The Council had been asked by the land owner if a section of the aforementioned road could be removed from the List of Public Roads. Following discussions with the various interested parties, it was proposed to remove the section of road shown on the plan attached to the report from the Council's List of Public Roads as requested.

DECISION

AGREED to the removal of part of the D148/4 Samieston and Upper Samieston Road, as shown between points A and D on the plan attached to the report, from the Council's List of Public Roads subject to there being no substantive representations made against the proposal.

8. REQUEST FOR THE INCLUSION OF A ROAD IN THE COUNCIL'S LIST OF PUBLIC ROADS

There had been circulated copies of a report by the Service Director Regulatory Services seeking approval for the causeway, serving Allanbrae and other properties, in Allanton to be added to the Council's List of Public Roads. The causeway, which served a number of properties at the northern end of Allanton - shown red on the plan in Annexe A to the report - was originally private with a vehicular right of access over the causeway for the properties along this section. In October 1964, the residents along the causeway entered into an agreement with Berwickshire County Council whereby the residents along this private road would fully fund the upgrading of the road to a standard suitable for adoption, after which Berwickshire County Council would add the road to their List of Public Roads. Upon receipt of the financial contribution, Berwickshire County Council carried out the agreed works. However it was unclear from the limited correspondence on record whether the road was formally added to the List of Public Roads at that time. There was currently no record of this road on the Council's List of Public Roads.

DECISION

AGREED to the inclusion of the causeway in question on the Council's List of Public Roads.

9. CORPORATE TRANSFORMATION PROGRESS REPORT

With reference to paragraph 7 of the Minute of 16 February 2016, there had been circulated copies of a report by the Corporate Transformation and Services Director on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report and setting out planned activity in the reporting period to August 2016. This was the fifth quarterly progress report since the Programme was established in February 2015. The current areas of work within the Programme were set out in the tracker in Appendix 1 under the 8 Corporate Priorities and included a brief description of the purpose of each, a summary of progress made to date (rating them Red, Amber or Green) and setting out key milestones in the next quarter. Section 4 of the report set out the key highlights over the last reporting period. The Corporate Transformation and Services Director highlighted the key points in the report and answered questions in regard to projects relating to children and young people, digital connectivity and the waste plan.

DECISION

NOTED the continued progress made in developing and delivering the Corporate Transformation Programme.

10. BROADBAND IMPROVEMENTS UPDATE

With reference to paragraph 6 of the Minute of 2 February 2016, there had been circulated copies of a report by the Corporate Transformation and Services Director providing a further update on the progress which had been made in delivering improved broadband services in the Scottish Borders. Digital connectivity was critical to the economic development and competitiveness of the Scottish Borders. Scottish Borders Council had contributed significantly to the roll-out of the Scottish Government's Digital Scotland Superfast Broadband (DSSB) programme, providing £8.4M over two years to help extend the roll-out as far as possible in the Scottish Borders. More than 70 new superfast broadband cabinets had been installed as part of the roll-out, connecting over 19,500 premises in the Scottish Borders. The roll-out would continue until the end of 2017, aiming to serve approximately 94% of all the premises in the area. The Scottish Government had also put in place the Community Broadband Scotland (CBS) programme to support those communities and locations where the DSSB roll-out would not reach. Although good progress was being made with the DSSB programme, there was a range of challenging issues still to be addressed in relation to providing superfast broadband services across the Scottish Borders. These issues presented a significant impediment to allowing everyone access to better broadband services in an equitable way. The Corporate Transformation and Services Director highlighted the key points in the report. Members expressed concern that despite making a significant financial contribution of £8.4m to the current roll-out of the Scottish Government's DSSB programme, the service being delivered within areas was inconsistent and depended on a property's distance from the connection cabinet. If the cable to a property was longer than 1.2km, then there would likely be no increase in broadband capability. While a list of such affected properties had been requested, they could only be identified if people signed up to superfast broadband to allow a check to be made on connectivity and download levels/speeds. A whole postcode area could be marked as 'live' with superfast broadband if just one property was connected. While there were very complex technical issues associated with the infrastructure, the nature of potential solutions was also changing with the dynamics involved. Discussions were continuing with Scottish Government and the providers. In relation to the recommendation detailed in paragraph 2.1(b) of the report, the Chairman undertook to let Members have sight of the letter to the Scottish Government before it was sent and advised the letter would also be copied to local parliamentarians.

DECISION

AGREED:-

- (a) to note the progress made on delivering the Digital Scotland Superfast Broadband Programme as set out in Appendix 1 to the report;**
- (b) to express concern over the range of issues affecting the delivery of superfast broadband in the rural areas of the Scottish Borders and that a letter setting out these concerns and seeking clarification be sent to the Scottish Government and copied to local Parliamentarians;**
- (c) that a draft of the letter be issued to Members prior to being sent to Scottish Government;**
- (d) to note the work being done with Community Broadband Scotland to tackle gaps in superfast broadband provision across the South of Scotland; and**

- (e) **to ask the Corporate Transformation and Services Director to prepare a report on the contribution that the new CGI contract could make to the overall improvement of digital connectivity in the Scottish Borders.**

11. **SCOTTISH BORDERS CYCLE TOURISM STRATEGY – DRAFT FOR CONSULTATION**

There had been circulated copies of a report by the Corporate Transformation and Services Director seeking approval for a consultation exercise for the Draft Scottish Borders Cycle Tourism Strategy 2016-2021. The Scottish Borders had a long-established and substantial leisure cycling offer as well as world-class mountain biking. It had been agreed that a strategy for cycle tourism in the Scottish Borders should be developed to provide a strategic framework for the development of cycling in the area. The Draft Scottish Borders Cycle Tourism Strategy was set out in Appendix 1 to the report. It detailed the product strengths, the challenges and the ambitions of using cycling as a means to deliver economic benefit for the Scottish Borders economy. It also highlighted key issues that needed to be addressed to achieve that. The document would be used as the focus for a consultation exercise ensuring that all relevant partners, stakeholders and interested groups were fully involved in finalising the strategy. An Action Plan would also be produced as part of the consultation process. The Chief Officer Economic Development was in attendance and answered Members' questions. A request was made that Newcastleton Business Forum be added to the list of stakeholders to enable them to be included in the initial consultation process. Although Members were in favour of encouraging cycling, concern was expressed about the safety of cyclists using certain "A" roads and that they should be encouraged to use "B" roads and where appropriate cycle paths. The Chief Officer Economic Development agreed that safety was an important issue but the big attraction of roads in the Scottish Borders was that they were quieter than roads in other areas; he confirmed that a safety and awareness campaign needed to be put in place without making tourism cycling off putting.

DECISION

AGREED:-

- (a) **to note the Draft Scottish Borders Cycle Tourism Strategy 2016-2021 as set out in Appendix 1 to the report;**
- (b) **that a consultation exercise built around the Draft Strategy should be undertaken over the Summer period; and**
- (c) **to ask the Corporate Transformation and Services Director to present a report to the Committee following completion of the consultation process.**

12. **SYNTHETIC 3G PITCH PROGRAMME**

With reference to paragraph 7 of the Minute of 24 May 2016, there had been circulated copies of a report by the Corporate Transformation and Services Director seeking agreement on the way forward for the Council's 3G Synthetic Pitch Programme in the light of the Executive Committee decision on 24 May 2016 to withdraw the Planning Application for the proposed 3G pitch at Victoria Park in Peebles. Given the position relating to Peebles it was now recommended that Jedburgh was brought forward to 2017/18 and Peebles was slipped to 2018/19 pending further public consultation prior to a further decision in respect of how a 3G pitch could be progressed in Peebles. With regard to the 3G pitch in Peebles, the Chairman would write to the six Tweeddale Members to advise that the Corporate Transformation and Services Director would take forward the scope, timescale and consultation process in consultation with them. Councillor Bell submitted that the consultation must follow the best practice outlined in the Council's "Community Engagement Toolkit (2015)".

**DECISION
AGREED:-**

- (a) that the Jedburgh pitch be brought forward for delivery in 2017/18 and the Peebles pitch be slipped for delivery in 2018/19;**
- (b) that the additional funding requirements for the Jedburgh 3G pitch be considered as part of the six month review of the Council's Capital programme;**
- (c) to approve a timing movement from 2018/19 to 2016/17 to the value of £60,000 to allow design works to commence in respect of the Jedburgh 3G pitch.; and**
- (d) that the Corporate Transformation and Services Director take forward the scope, timing and consultation process for the Peebles 3G pitch, in consultation with the six Tweeddale Members.**

The meeting concluded at 11.55 a.m.

This page is intentionally left blank

QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 1, 2016/17)

Report by Chief Executive

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1. Appendices 2 and 3 provide details of Borders Sport and Leisure Trust (now Live Borders) performance for 2015/16.**
- 1.2 A summary of the main changes made to SBC performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. Appendix 1 provides a more detailed presentation and explanation of each Performance Indicator (PI). Where possible, information that is collected on a *quarterly* basis is presented but this is not possible for all areas of Council business, for example, school attainment. The presentation used in Appendix 1 is consistent with what was presented to Council on 26 June 2014 and to the Executive Committee each quarter thereafter.
- 1.3 All information contained within this report is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs".
- 1.4 Section 6 and Appendix 2 of this report present a summary of performance during 2015/16 for sport, now being managed by Live Borders. Appendix 3, a baseline summary of Cultural Service performance, will be made available before the Executive Committee.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee:**
 - (a) Notes the changes to performance indicators outlined in Section 4 of this report;**
 - (b) Acknowledges and notes the performance presented in Section 5 and within Appendix 1 and the action that is being taken within Services to improve or maintain performance; and**

- (c) Notes the performance presented in Appendices 2 and 3 in relation to sport and culture (now delivered through Live Borders).**

3 BACKGROUND TO SBC PERFORMANCE REPORTING

- 3.1 SBC approved a Corporate Plan in April 2013. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities. This plan was updated and approved by SBC in October 2015, with an ongoing commitment made to the same values, standards, vision and eight priorities.
- 3.2 In order to ensure that these eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for its work with Community Planning partners. Again, this PMF was updated and approved by SBC in October 2015. A consistent PMF was developed for SBC's oversight of the integrated sport and culture trust, Live Borders and approved in March 2016.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within Appendix 1 and presents a mixture of PIs with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing in terms of addressing the agreed corporate priorities.

4 CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve, and will be refined to reflect policy and service changes on an ongoing basis. There are only a few minor changes to performance indicators since the Quarter 4 (2015/16) report presented in June 2016. These are outlined below:
- (a) **Priority 1** – no change to PIs;
 - (b) **Priority 2** – in June, Skills Development Scotland released data on % of 2015 School Leavers still in a positive destinations (six months on) and this has been included under this priority; annual data on Physical Education (PE) within primary schools has also been included; (note that high level exam performance will be tabled at the Executive Committee as results not published until 9 August);
 - (c) **Priority 3** – no change to PIs. However, Safer Communities Team is finalising its action plan and will look to bring forward some additional PIs for Q2;
 - (d) **Priority 4** – although the Scottish Landfill Communities Fund is now operational, reporting on awards will not commence until Q2. All outstanding applications are currently being processed. (Berwickshire Community Council Forum (BCCF) Environmental is the approved body now dealing with applications); Two new PIs have been introduced relating to money awarded through SBC's **Quality of Life Fund** and **Neighbourhood Small Schemes Fund**;
 - (e) **Priority 5** – no change to PIs;
 - (f) **Priority 6** – as all PC users are now registered to use SBC's online learning tool SBLearn, the "active users" PI will now be replaced by

the **number of e-learning completions** each quarter, providing a better measure on how regularly the tool is being used by employees (including use for mandatory training);

- (g) **Priority 7** – no change to PIs;
- (h) **Priority 8** – no change to PIs.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) Both Employment rate and claimant count are showing positive trends since last quarter and when compared to UK and Scottish figures. Although the rate of 18-24 year olds claiming out-of-work benefits sits at 3.33% compared to 3.23% nationally, it is falling over the longer term;
- (b) £35k of business grants were awarded in Q1 (across 11 applications), up on both last quarter and the same time last year;
- (c) The average times taken to process household and non-household planning applications are showing long-term positive trends, with times decreasing each quarter over the last year, and are lower than last year's average times;
- (d) Schools exclusions continue to fall over the longer term, with a clear focus on inclusion and the availability of appropriate support available within schools;
- (e) 100% of our primary schools are now meeting the Scottish Government's PE target (two hours per week), up from 94% last year;
- (f) 94% of young people who left school in 2015 were still in a positive destination, six months on, compared to the national average of 92%;
- (g) Uptake of Self Directed Support (SDS) continues to show positive progress, with 31% of people, who have a financial record with SBC, now using the approach;
- (h) 97% of new service users now received a service within six weeks of assessment, up from 95% last quarter;
- (i) There has been a 3.8% reduction in crimes in the year to date when compared to the same time period in 2015/16. This equates to 29 fewer victims;
- (j) SBC's Community Grant Scheme awarded 43 grants last quarter, with £88k of grants enabling projects with a total value of over £265k. Lottery funding also remains buoyant;
- (k) At the end of quarter 1, SBC employed 42 apprentices (29 male and 13 female) across a range of services and currently has nine student placements;

- (l) The total number of individual employment and skills opportunities created through the inception of the "Achieving value for communities through procurement" policy has now exceeded 50. This is very positive and measurable recognition of the local economic value of the Council's contract opportunities particularly in the construction sector;
- (m) Energy consumption has reduced by around 11% compared to 14/15, in part due to the transfer of one site to SBCares but this does not account for the total reduction. The associated cost for energy consumed also shows a fall of approximately 12% from the previous year;
- (n) 91% of all Freedom of Information requests received were completed on time during Q1, much improved since end of 2015/16;
- (o) The average time taken, in working days, to respond to complaints in all categories has reduced and is within targets set.

5.2 Performance measures – summary of key concerns/improvement areas

- (a) Business Gateway figures are slightly below target, but the small shortfall against the indicative quarterly targets is normal over the summer months and will be made up by the Autumn. The new geographical split for advisers, aligned to the five localities, is starting to have a positive effect;
- (b) The % of Looked After Children, age 12+ , in a family based placement still remains below the ambitious target of 80% but is seeing steady improvement over the longer term and improved since last quarter;
- (c) There has been an increase in both the number of inter-agency discussions held (where there is a concern about a child) and the number of children on the Child Protection Register. A survey will be sent to all partners to seek views on the rationale for the increase, the outcome of this will be fed back to the Child Protection Committee membership once concluded;
- (d) There has been an increase of 38 domestic abuse incidents for the year to date when compared to the same time period in 2015/16 which equates to a 21.2% increase. The future of the service is secured to 31st March 2017, with contributions from Scottish Government and partner agencies. Staffing remains a critical issue for both services, with maternity cover, staff sickness etc. leaving little resilience in the services;
- (e) Sadly, road safety figures are showing that 2 people were killed and 12 were injured on our roads during Q1 (calendar year). (Police Scotland has not yet released the *verified* figures and any small changes will be reported to Executive in November);

- (f) Council Tax collection rates are 0.48% down on 2016/17 targets. The number of customers paying over 12 months has increased to 20.79% from 16.90% at the same time last year which affects direct comparisons. Work is ongoing to explore the impact of the Long Term Empty Properties and the resulting increased billing position. A plan is in place to reduce backlogs and staff have been allocated to new in-year collection initiatives. A revised Sheriff Officer contract has been implemented;
 - (g) The number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints has dropped to 50% (target = 100%) but this only involves two individual complaints;
 - (h) The number of Social Work complaints received are higher than the previous quarters and, although it is difficult to highlight any trends, it is recognised that residents (including relatives of service users) in receipt of social services are more aware of their rights and will make a complaint if they are unhappy with the service they are receiving. Complaints information is used, where appropriate, to make service improvements.
- 5.3 The technical report at Appendix 1 provides detail against every PI for both Elected Members and for members of the public. This information can also now be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and then by clicking on "*Scottish Borders Performs*". Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council to evidence how it fulfils its legal duty to provide best value to people.

6 LIVE BORDERS PERFORMANCE REPORTING

- 6.1 On 1 April, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being met. Within this Framework, a set of performance measures were proposed, under each outcome, to be refined and developed over time once the Integrated Trust is more established.
- 6.2 For sport, a range of performance measures were developed and presented to Executive Committee in December 2015 (and also included in the Framework). Using these measures, Appendix 2 presents performance information for 2015/16.
- 6.3 The main points from Appendix 2 are summarised below:
 - (a) Overall, participant numbers are only slightly down from 2014/15, with pool closures during 2015/16 affecting overall numbers;
 - (b) Increased recreational sport activities for 5-16 year olds has led to increased admissions in areas other than pools (pool admissions are down for 2015/16);

- (c) Both customer satisfaction and standards audits (physical checks of buildings, cleanliness etc.) are showing strong performance;
 - (d) Whilst sales income has risen, expenditure has increased affecting cost per visit and a small deficit position for 2015/16 (£8784);
 - (e) Strong positions on attracting external funding, working with partners and volunteers are reported for 2015/16.
- 6.4 A large range of PIs for cultural services were also proposed as part of the approved Integrated Trust Performance Management Framework and have been used as the starting point for the information in Appendix 3 (it should be noted that figures presented are a reflection of performance during SBC's management of the service). As Live Borders' knowledge, understanding and experience of running these services develops, so too will the performance indicators. It is also anticipated that some measures will be amalgamated as the integrated service develops, e.g. around cost, customer satisfaction, participation, external funding, etc.
- 6.5 The measures presented in Appendix 3 are for information only at this point and will be used, in the short term, to manage services within 2016/17 and then to underpin the business planning process for 2017/18 and beyond. Examples and case studies have been provided to enhance this performance information. Because the grant for Eastgate Theatre is now administered by Live Borders, its audience numbers for films and live events have been included and show strong performance for live events, which are the theatre's main focus (this compares to Heart of Hawick, where there is a focus on films).
- 6.6 All Live Borders performance information is reported to their Board on a quarterly basis and then discussed at the newly established Joint Officer Group, and the Member Trustee Liaison Group (which will meet for the first time in September).

7 IMPLICATIONS

7.1 Financial

There are no costs attached to any of the recommendations contained in this report.

7.2 Risk and Mitigations

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

7.3 Equalities

- (a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.
- (b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that

relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services and will be reported to Corporate Management Team in the coming months.

7.4 Acting Sustainably

Economic, social and environmental impact of SBC actions can be monitored more effectively if there is effective performance reporting arrangements in place.

7.5 Carbon Management

There are no effects on carbon emissions as a result of this report.

7.6 Rural Proofing

Not applicable.

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

8 CONSULTATION

8.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into this report.

Approved by

**Tracey Logan
Chief Executive**

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Corporate Performance and Information Manager, Tel: 01835 826542

Background Papers: Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

Previous Minute Reference: Scottish Borders Council Executive Committee, 7 June 2016; and 1 December 2015.

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Sarah Watters can also give information on other language translations as well as providing additional copies.

Contact Sarah Watters, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 826542, swatters@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q1 2016/17

HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during Q1 2016/17, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; **ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.**

KEY

A mixture of performance information is provided under each priority:

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). While the Council may have influence over these indicators, they are largely contextual in nature, and the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%
of people **aged between 16-64**
are now in employment

Scotland	73.1%
SB last year	78.3%

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

APPRENTICESHIPS

42
apprentices are employed
with SBC as of Q1 2016/17

(up from 25 in Q1 15/16)

- green - improved performance
- amber - a minor change in performance
- red - area for improvement


OUR CORPORATE PRIORITIES



01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH HOW ARE WE DOING?

April 2016 - June 2016:

EMPLOYMENT RATE*		CLAIMANT COUNT (16-64YR OLDS)		CLAIMANT COUNT (18-24YR OLDS)		PLANNING APPLICATIONS	
76.8% of people aged between 16-64 are now in employment		1.63% of working age people are now out of work and claiming benefits		3.33% of young people are now out of work and claiming benefits		321 received during Q1 2016/17 	
Scotland Q1 15/16	72.9%	Scotland Q1 15/16	2.2%	Scotland Q1 15/16	3.23%	SB Q1 15/16	367
SB Q1 15/16	76.7%	SB Q1 15/16	1.6%	SB Q1 15/16	3.6%		

Wider Impact on our Economy

Two local businesses have benefited from both the Scottish Borders Business Fund and the Scottish Borders Business Loan Fund.




- 'Seasons' at Gattonside has received a grant from our Business Fund to assist with the rebranding of the restaurant.
- 'Grapevine' in Galashiels secured a loan through our Loan Fund to establish itself in the town's Douglas Bridge.

Both businesses have engaged with the Borders Railway Tourism Business Development Programme, which works with ambitious businesses in the tourism sector to create quality, authentic experiences and innovative products and services.

Page 58








• railway • connectivity • investment • skills • housing • railway • connectivity • investment • skills •

Our performance during Q1 2016/17

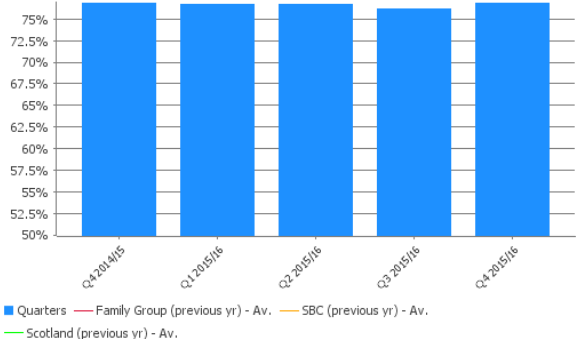


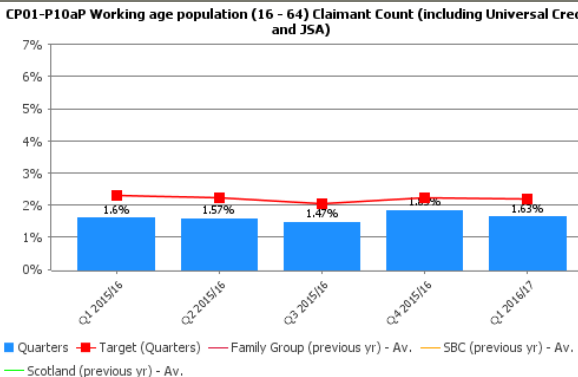


BUSINESS GATEWAY 54 new businesses were created with our help  (down from 60 in 15/16)	BUSINESS LOANS AND GRANTS £11.25k was approved in loans over 1 successful application to the Scottish Borders Business Loan Fund  (down from £32.5k in 15/16)	INVOICES PAID Invoices paid within 30 days 94% on average were paid within 30 days in Q1 2016/17 (no change from Q1 15/16)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* During Q4 2015/16 average times were: 49.9 weeks for major applications Q4 Scotland = 44 weeks
269 businesses were supported in Q1 2016/17  (up from 228 in 15/16)	£35.1k was approved in grants over 11 successful applications to the Scottish Borders Business Fund (up from £31.5k in 15/16)		14.8 weeks for non-householders (Q4 Scotland = 13.7 weeks) 6.4 weeks for householders (Q4 Scotland = 8.1 weeks)



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

KEY	 positive long term trend (in comparison with same time last year)	 negative long term trend (in comparison with same time last year)	 Little long term change (in comparison with same time last year)	 on target	 just off target	 off target	 data only
------------	---	---	--	---	---	--	---

Priority 1: Sustainable Economic Development – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Working age population (16 - 64) employment rate	<p>CP01-P001a Working age population (16 - 64) employment rate</p>  <p>76.8%</p>	76.8%	<p>Observations: There are now 55200 people in work, which is 400 more than Q3 of 2015/16. Borders rate is higher than both the Scottish rate (72.9%) and the UK rate (73.7) and has been consistently higher for the last 2 years. Interestingly, the rate is now the same as it was in Q4 of 2014/15 and the longer term trend is positive.</p> <p>Note: One quarter lag in data</p>			Bryan McGrath
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	<p>CP01-P10aP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p>  <p>1.63%</p>	1.63%	<p>Observations: There were 1090 people claiming out of work benefits in June, 35 less than in May. The Borders rate (1.6%) is lower than the Scottish rate of 2.2% and just slightly lower than the UK rate of 1.8%. The rate is similar to the same time last year (when it was 1.5%)</p>			Bryan McGrath

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	<p>CP01-P11aP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <caption>Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>3.6%</td> </tr> <tr> <td>Q2 2015/16</td> <td>3.9%</td> </tr> <tr> <td>Q3 2015/16</td> <td>3.07%</td> </tr> <tr> <td>Q4 2015/16</td> <td>3.9%</td> </tr> <tr> <td>Q1 2016/17</td> <td>3.33%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2015/16	3.6%	Q2 2015/16	3.9%	Q3 2015/16	3.07%	Q4 2015/16	3.9%	Q1 2016/17	3.33%	3.33%	<p>Observations: The average rate of people aged 18-24 claiming out of work benefits was 3.33% in Q1, slightly higher than the Scottish rate of 3.23% (which has been used as the target, marked in red), and lower than last quarter which is positive. At the end of June 2016, there were 260 young people claiming out of work benefits, 50 lower than the end of last quarter, and 15 lower than the same time last year.</p>			Bryan McGrath
Quarter	Value (%)																	
Q1 2015/16	3.6%																	
Q2 2015/16	3.9%																	
Q3 2015/16	3.07%																	
Q4 2015/16	3.9%																	
Q1 2016/17	3.33%																	
Number of new Business Start Ups -Through Business Gateway	<p>CP01-P001d Number of new Business Start Ups -Through Business Gateway</p> <table border="1"> <caption>Number of new Business Start Ups -Through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>60</td> </tr> <tr> <td>Q2 2015/16</td> <td>65</td> </tr> <tr> <td>Q3 2015/16</td> <td>38</td> </tr> <tr> <td>Q4 2015/16</td> <td>85</td> </tr> <tr> <td>Q1 2016/17</td> <td>54</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	60	Q2 2015/16	65	Q3 2015/16	38	Q4 2015/16	85	Q1 2016/17	54	54	<p>How are we performing: The small shortfall against the indicative quarterly target of 60 is normal over the summer months and will be made up by the Autumn.</p> <p>Actions we are taking to improve/maintain performance: There are now 2 start-up advisers in post which will see an increase in activity locally.</p>			Bryan McGrath
Quarter	Value																	
Q1 2015/16	60																	
Q2 2015/16	65																	
Q3 2015/16	38																	
Q4 2015/16	85																	
Q1 2016/17	54																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Business supported through Business Gateway	<p>CP01-P001e Business supported through Business Gateway</p> <table border="1"> <caption>Business supported through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>230</td> </tr> <tr> <td>Q2 2015/16</td> <td>225</td> </tr> <tr> <td>Q3 2015/16</td> <td>275</td> </tr> <tr> <td>Q4 2015/16</td> <td>310</td> </tr> <tr> <td>Q1 2016/17</td> <td>270</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	230	Q2 2015/16	225	Q3 2015/16	275	Q4 2015/16	310	Q1 2016/17	270	269	<p>How are we performing: We are now getting more referrals from Intermediaries e.g. consultants, banks etc and there is increased activity in the areas where we were less effective previously. This will have an increasingly positive affect on our targets.</p> <p>Actions we are taking to improve/maintain performance: The new geographical split for the advisers, aligned to the 5 localities, is starting to have a positive effect.</p>			Bryan McGrath
Quarter	Value																	
Q1 2015/16	230																	
Q2 2015/16	225																	
Q3 2015/16	275																	
Q4 2015/16	310																	
Q1 2016/17	270																	
Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001f Scottish Borders Business Loan Fund - Number of loans</p> <table border="1"> <caption>Scottish Borders Business Loan Fund - Number of loans</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>2</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> </tr> <tr> <td>Q3 2015/16</td> <td>3</td> </tr> <tr> <td>Q4 2015/16</td> <td>4</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	2	Q2 2015/16	0	Q3 2015/16	3	Q4 2015/16	4	Q1 2016/17	1	1	<p>Observations: One loan for £11,250.00 was approved in this Quarter and was the only submission in the period.</p>			Bryan McGrath
Quarter	Value																	
Q1 2015/16	2																	
Q2 2015/16	0																	
Q3 2015/16	3																	
Q4 2015/16	4																	
Q1 2016/17	1																	

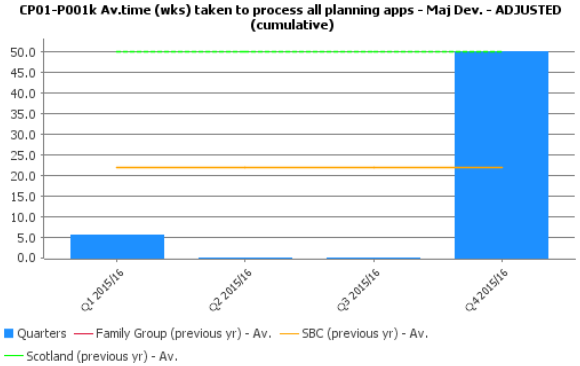


Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001g Scottish Borders Business Loan Fund - Value of loans</p> <table border="1"> <caption>CP01-P001g Scottish Borders Business Loan Fund - Value of loans</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>33,000.00</td> </tr> <tr> <td>Q2-2015/16</td> <td>1,000.00</td> </tr> <tr> <td>Q3-2015/16</td> <td>58,000.00</td> </tr> <tr> <td>Q4-2015/16</td> <td>70,000.00</td> </tr> <tr> <td>Q1-2016/17</td> <td>11,250.00</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2015/16	33,000.00	Q2-2015/16	1,000.00	Q3-2015/16	58,000.00	Q4-2015/16	70,000.00	Q1-2016/17	11,250.00	£11,250.00				Bryan McGrath
Quarter	Value (£)																	
Q1-2015/16	33,000.00																	
Q2-2015/16	1,000.00																	
Q3-2015/16	58,000.00																	
Q4-2015/16	70,000.00																	
Q1-2016/17	11,250.00																	
Scottish Borders Business Fund - Number of grants	<p>CP01-P001h Scottish Borders Business Fund - Number of grants</p> <table border="1"> <caption>CP01-P001h Scottish Borders Business Fund - Number of grants</caption> <thead> <tr> <th>Quarter</th> <th>Number of grants</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>10</td> </tr> <tr> <td>Q2-2015/16</td> <td>8</td> </tr> <tr> <td>Q3-2015/16</td> <td>9</td> </tr> <tr> <td>Q4-2015/16</td> <td>10</td> </tr> <tr> <td>Q1-2016/17</td> <td>11</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Number of grants	Q1-2015/16	10	Q2-2015/16	8	Q3-2015/16	9	Q4-2015/16	10	Q1-2016/17	11	11	<p>Observations: 11 grants were awarded from 11 applications submitted in this Quarter.</p> <p>The amount awarded in this Quarter was an increase on the previous Quarter and was also larger than the amount awarded in the corresponding Quarter in 2015-16.</p>			Bryan McGrath
Quarter	Number of grants																	
Q1-2015/16	10																	
Q2-2015/16	8																	
Q3-2015/16	9																	
Q4-2015/16	10																	
Q1-2016/17	11																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Scottish Borders Business Fund - Value of grants	<p>CP01-P001i Scottish Borders Business Fund - Value of grants</p> <p>£35,093.50</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£35,093.50				Bryan McGrath
Number of Planning Applications Received	<p>CP01-P001j Number of Planning Applications Received</p> <p>321</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	321	<p>Observations: The number of applications received has increased since last quarter but is lower than it was at the same time last year (when it was 367).</p> <p>As the number of application is dependent on market conditions and actions by third party, the planning service has limited impact on increasing the number of applications received.</p>			Brian Frater

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By										
<p>Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p> <p>Page 64</p>	<p>CP01-P001k Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p>  <table border="1"> <caption>Approximate data from the trend chart</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>~5.0</td> </tr> <tr> <td>Q2-2015/16</td> <td>~1.0</td> </tr> <tr> <td>Q3-2015/16</td> <td>~1.0</td> </tr> <tr> <td>Q4-2015/16</td> <td>49.9</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q1-2015/16	~5.0	Q2-2015/16	~1.0	Q3-2015/16	~1.0	Q4-2015/16	49.9	<p>49.9</p>	<p>How are we performing: There was one major application for a holiday lodge development at Whitmuir Hall determined in Q4 that took 90 weeks to determine. This application was deferred by members to enable a business case to be presented by the applicant but that took a number of months to be submitted. The delay was therefore not due to the planning service. Using the "claw back" provision the determination time scale was reduced to 49.9 weeks.</p> <p>The provisional adjusted annual figure for 2015/16 reduced the determination period to 27.6 weeks for Major Applications.</p> <p>Actions we are taking to improve/maintain performance: Provisions of the Development Management Improvement Plan, such as the greater use of processing agreements, project management approach to determine major applications, better case management and monitoring of applications and the introduction of new processes for concluding legal agreements have all contributed to this improvement in performance, and will continue to do so in the future.</p> <p>Note: One quarter lag in data</p>			<p>Ian Aikman</p>
Quarter	Value (wks)															
Q1-2015/16	~5.0															
Q2-2015/16	~1.0															
Q3-2015/16	~1.0															
Q4-2015/16	49.9															

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By														
Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	<p>CP01-P001I Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)</p> <table border="1"> <caption>CP01-P001I Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>18.2</td> </tr> <tr> <td>Q3 2015/16</td> <td>17.1</td> </tr> <tr> <td>Q4 2015/16</td> <td>14.8</td> </tr> <tr> <td>Family Group (previous yr) - Av.</td> <td>19.2</td> </tr> <tr> <td>SBC (previous yr) - Av.</td> <td>20.0</td> </tr> <tr> <td>Scotland (previous yr) - Av.</td> <td>17.4</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2 2015/16	18.2	Q3 2015/16	17.1	Q4 2015/16	14.8	Family Group (previous yr) - Av.	19.2	SBC (previous yr) - Av.	20.0	Scotland (previous yr) - Av.	17.4	14.8	<p>How are we performing: There has been an improvement in progressing times with a reduction in the average number of weeks in this category from 19.2 weeks in the Q2 to 17.1 weeks in Q3 and 14.8 in Q4. SBC performance is influenced heavily by the number of legal agreements required under the developer contributions policy but improvement action to streamline this process is now bringing our performance closer to the national average.</p> <p>The provisional annual adjusted figures for 2015/16 reduced the figure to 17.4 weeks for Local Developments (Non-Householders) from 22.7 week in 2014/15.</p> <p>Actions we are taking to improve/maintain performance: As above</p> <p>Note: One quarter lag in data</p>			Ian Aikman
Quarter	Value (wks)																			
Q2 2015/16	18.2																			
Q3 2015/16	17.1																			
Q4 2015/16	14.8																			
Family Group (previous yr) - Av.	19.2																			
SBC (previous yr) - Av.	20.0																			
Scotland (previous yr) - Av.	17.4																			
Av.time (wks) taken to process all planning apps (householder) - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P001m Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)</p> <table border="1"> <caption>CP01-P001m Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>6.9</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.5</td> </tr> <tr> <td>Q4 2015/16</td> <td>6.43</td> </tr> <tr> <td>Family Group (previous yr) - Av.</td> <td>7.7</td> </tr> <tr> <td>SBC (previous yr) - Av.</td> <td>8.6</td> </tr> <tr> <td>Scotland (previous yr) - Av.</td> <td>6.7</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2 2015/16	6.9	Q3 2015/16	6.5	Q4 2015/16	6.43	Family Group (previous yr) - Av.	7.7	SBC (previous yr) - Av.	8.6	Scotland (previous yr) - Av.	6.7	6.4	<p>How are we performing: There has been a marginal improvement in the time taken to determine householder applications from 6.9 in Q2 to 6.5 weeks in Q3 to 6.43 weeks in Q4. The provisional annually adjusted figure for 2015/16 reduced the determination figure to 6.7 weeks from 7.7 week in 2014/15 and 8.6 weeks in 2013/14.</p> <p>Actions we are taking to improve/maintain performance: As above</p> <p>Note: One quarter lag in data</p>			Ian Aikman
Quarter	Value (wks)																			
Q2 2015/16	6.9																			
Q3 2015/16	6.5																			
Q4 2015/16	6.43																			
Family Group (previous yr) - Av.	7.7																			
SBC (previous yr) - Av.	8.6																			
Scotland (previous yr) - Av.	6.7																			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
% of Invoices paid within 30 days		94%	<p>How are we performing: Despite continuing resource challenges the indicator shows a return to an improved level of performance for Q1.</p> <p>Actions we are taking to improve/maintain performance: The challenges are likely to further affect short term performance. However the long term pattern is very positive and indicates that performance underpins any short term reductions.</p>			Lynn Mirley

IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, WITH A FOCUS ON INCLUSION

HOW ARE WE DOING?

School year 2014-15:

POSITIVE DESTINATIONS FOLLOW UP

94% of the **1,192 school leavers**, in the follow up return, were **still in a positive destination**

Scotland	92%
SB last year	94%

EMPLOYMENT

4.3% increase between the initial and the follow up return

Scotland	3.4%
SB last year	3.4%

FURTHER EDUCATION

5% decrease between the initial and the follow up return

Scotland	-1.5%
SB last year	-1.5%

The analysis is produced twice a year to report on both the 'initial' (approx. 3 months after leaving school) destinations and 'follow up' or sustained (approx. 9 months after leaving school) destinations.

Achievement

Exam Results 2015/16

Exam results to be published 9th August and tabled as a supplementary paper.



Page 67

inclusion • attainment • achievement • leadership • inclusion • attainment • achievement • leadership

Our performance during Q1 2016/17

S5 PUPIL ATTAINMENT 2015/16

S6 PUPIL ATTAINMENT 2015/16

Exam results to be published 9th August and tabled as a supplementary paper.

ATTENDANCE (APRIL - JUNE 2015/16 SCHOOL YEAR)

95.56% pupils attended their primary school

Scottish average for 14/15 = 95.1%

92% pupils attended their secondary school



Scottish average for 14/15 = 91.8%

EXCLUSIONS (APRIL - JUNE 2015/16 SCHOOL YEAR)

9 Primary
32 Secondary



Apr-Jun 14/15 12 Prim/33 Secon

PHYSICAL EDUCATION

100% of our primary schools are meeting the Scottish Government target of **2 hours Physical Education per week**

up from 94% in 2014/15



Priority 2: Improving attainment & achievement levels – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of primary and secondary school pupils attend school?	<p>CP02-P24P What % of primary and secondary school pupils attend school?</p>	93.9%	<p>Observations: The combined rate of attendance for both primary and secondary schools has only fluctuated slightly over the last few years and compares favourably with national rates. From term to term, and therefore quarter to quarter, there are small variations due to seasonal factors and when school holidays fall.</p>			Donna Manson
What % of primary school pupils attend school?	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p>	95.56%	<p>How are we performing: Consistent level of attendance over the past 4 quarters. In June this year we have seen a spike in both authorised and unauthorised absence with the end of school term.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with parents to ensure attendance increases.</p>			Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table border="1"> <caption>Secondary School Attendance Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>93.0%</td> <td>95.0%</td> <td>92.0%</td> <td>92.0%</td> </tr> <tr> <td>2015/16</td> <td>93.0%</td> <td>94.0%</td> <td>92.0%</td> <td>92.0%</td> </tr> <tr> <td>2016/17</td> <td>92.0%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	93.0%	95.0%	92.0%	92.0%	2015/16	93.0%	94.0%	92.0%	92.0%	2016/17	92.0%	-	-	-	92%	<p>How are we performing: Consistent level of attendance over the past 4 quarters. In June this year we have seen a spike in both authorised and unauthorised absence with the end of school term.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with parents to ensure attendance increases. At secondary school, ongoing improvements and changes to the curriculum will ensure that the needs of all young people are more effectively met, further encouraging performance.</p>			Donna Manson
Year	Q1	Q2	Q3	Q4																						
2014/15	93.0%	95.0%	92.0%	92.0%																						
2015/16	93.0%	94.0%	92.0%	92.0%																						
2016/17	92.0%	-	-	-																						
How many primary and secondary school pupils were excluded?	<p>CP02-P25P How many primary and secondary school pupils were excluded?</p> <table border="1"> <caption>Excluded Pupils Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>58</td> <td>56</td> <td>61</td> <td>91</td> </tr> <tr> <td>2015/16</td> <td>45</td> <td>40</td> <td>38</td> <td>62</td> </tr> <tr> <td>2016/17</td> <td>41</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	58	56	61	91	2015/16	45	40	38	62	2016/17	41	-	-	-	41	<p>Observations: Over the last few years the number of pupils excluded within Borders schools has continued to reduce, with a small fall in exclusions this quarter when compared with Q1 2015/16.</p>			Donna Manson
Year	Q1	Q2	Q3	Q4																						
2014/15	58	56	61	91																						
2015/16	45	40	38	62																						
2016/17	41	-	-	-																						

Page 69

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By								
How many primary school pupils were excluded?	<p>CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)</p> <table border="1"> <caption>CP02-P09aP Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>15</td> </tr> <tr> <td>2015/16</td> <td>12</td> </tr> <tr> <td>2016/17</td> <td>9</td> </tr> </tbody> </table>	Year	Value	2014/15	15	2015/16	12	2016/17	9	9	<p>How are we performing: Although there has been a slight increase since last quarter, numbers of pupils excluded from primary schools are lower than they were at the same time last year, and the year before.</p> <p>Actions we are taking to improve/maintain performance: A focus on inclusion will ensure that we work towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people.</p>			Donna Manson
Year	Value													
2014/15	15													
2015/16	12													
2016/17	9													
How many secondary school pupils were excluded?	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p> <table border="1"> <caption>CP02-P09bP Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>43</td> </tr> <tr> <td>2015/16</td> <td>33</td> </tr> <tr> <td>2016/17</td> <td>32</td> </tr> </tbody> </table>	Year	Value	2014/15	43	2015/16	33	2016/17	32	32	<p>How are we performing: On a quarter by quarter basis there continues to be a decline in the number of pupils excluded from secondary schools.</p> <p>Actions we are taking to improve/maintain performance: A focus on inclusion will ensure that we work towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people.</p>			Donna Manson
Year	Value													
2014/15	43													
2015/16	33													
2016/17	32													

Page 70

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of our primary schools are meeting the Scottish Government target of 2 hours Physical Education per week?	<p>CP02-P19 % of Primary Schools meeting Physical Education Targets</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	100%	<p>How are we performing: The Scottish average is 99%. Borders has seen a significant improvement since last year. This measure refers to the provision of at least 120 minutes per week in primary school</p>			Donna Manson
Page 21 Number of Schools/Nurseries inspected per Quarter	<p>CP02-P21 Number of Schools/Nurseries inspected per Quarter</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	1	<p>Observations: Burgh Primary School Inspection (Q1 2016/17) "We are satisfied with the overall quality of provision. We are confident that the school has the necessary capacity to continue improving. As a result, we will make no further visits in connection with this inspection." Education Scotland/Care Inspectorate Report</p>	n/a		Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By										
School leavers in a Positive Destination - Follow-up return	<p>SN5-P48 SN5-P48 School leavers in a Positive Destination - Follow-up return</p> <table border="1"> <caption>SN5-P48 SN5-P48 School leavers in a Positive Destination - Follow-up return</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>94%</td> </tr> <tr> <td>2012/13</td> <td>94%</td> </tr> <tr> <td>2013/14</td> <td>94%</td> </tr> <tr> <td>2014/15</td> <td>94%</td> </tr> </tbody> </table> <p>Legend: ■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	Year	Percentage	2011/12	94%	2012/13	94%	2013/14	94%	2014/15	94%	94%	<p>Observations: The percentage of leavers from SBC reported as still in a positive destination in March 2016 was 94%, 2.0pp higher than the national average (92.0%), and remains the same as it was for the Borders in 2013/14 (94.0%).</p> <p>Within Borders, the destination category that had the greatest increase between the initial and the follow up return was employment, with an increase of 4.3pp. Conversely, the destination category that had the largest percentage point decrease between the initial and the follow up return was Further Education with a 5.0pp decrease. This is in line with the trends nationally</p>			Donna Manson
Year	Percentage															
2011/12	94%															
2012/13	94%															
2013/14	94%															
2014/15	94%															

03

PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE HOW ARE WE DOING?

April 2016 - June 2016:

SELF-DIRECTED SUPPORT APPROACH 31.2% of adults are using the Self-Directed Support approach (at end June 2016)	DOMESTIC ABUSE 217 reported incidents of domestic abuse	CRIMES AND OFFENCES 726 group 1-5 crimes and offences were recorded	WELFARE BENEFITS SERVICE 738 people contacted our Welfare Benefits Service receiving over £1.9M in additional benefits
SB (June '15) 14.5%	SB Q1 15/16 179	SB Q1 15/16 761	SB Q1 15/16 683

Self-Directed Support (SDS)

With new assessment documentation provided to staff on the self-directed support approach and alongside the rollout of new assessment training, the uptake of SDS has seen a significant increase over the past few months, as we look to move all of our customers across to self-directed support.



Page 73

• support • independence • joined-up care • health • support • independence • joined-up care • health •

Our performance during Q1 2016/17

CARE AT HOME 73% of adults (aged 65yrs+) received care at home compared to a care home /residential setting (at end June 2016) (above our target of 70%)	LOOKED AFTER CHILDREN 222 looked after and accommodated children (at end June 2016)	87% of looked after children (across all ages) were living within a community family-based placement (at end June 2016) (down from 85% at end March 2016)	CHILD PROTECTION 126 inter-agency discussions (Initial Referrals Discussions) concerning the safety of a child held (down from 180 from Jan'16-Mar'16)
NEW SERVICE USERS 98% of new service users received a service within 6 weeks of assessment (at end June 2016) (up from 95% at March 2016)		75% of looked after children aged 12yrs+ were living within a community family-based placement (at end June 2016) (up from 72% at end March 2016)	65 children on the Child Protection Register (at end June 2016)



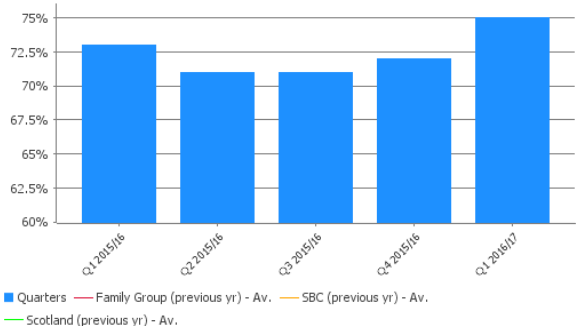


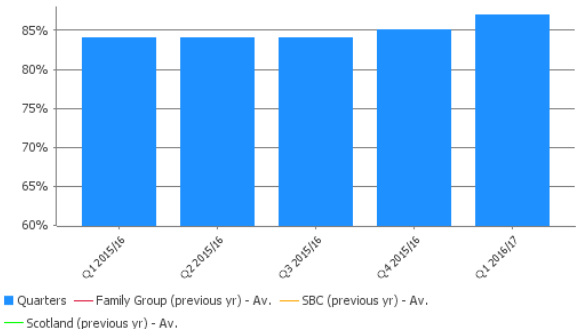


Priority 3: Care, Support and protection– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.	<p>CP03-P02b % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</p> <table border="1"> <caption>Data for CP03-P02b</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>68</td> </tr> <tr> <td>Q2 2015/16</td> <td>68</td> </tr> <tr> <td>Q3 2015/16</td> <td>68</td> </tr> <tr> <td>Q4 2015/16</td> <td>68</td> </tr> <tr> <td>Q1 2016/17</td> <td>73</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2015/16	68	Q2 2015/16	68	Q3 2015/16	68	Q4 2015/16	68	Q1 2016/17	73	73%	<p>How are we performing An increasing % of adults age 65% are able to maintain independence</p> <p>Actions we are taking to improve/maintain performance: We have a continued commitment to support Adults over 65 to remain independent and within the community. Our work with partners as part of integrated Health and Social Care will ensure that this remains the case.</p>			Elaine Torrance
Quarter	Value (%)																	
Q1 2015/16	68																	
Q2 2015/16	68																	
Q3 2015/16	68																	
Q4 2015/16	68																	
Q1 2016/17	73																	
<p>Home care is one of the most important services available to local authorities to support people with community care needs to remain at home. Increasing the flexibility of the service is a key policy objective for both central and local government, to ensure that people receive the type of assistance which they need, when they need it.</p> <p>The indicator only captures 'home care services' which are provided on an hourly basis. Other services which support people at home, such as laundry services, home shopping, community alarms and meals-on-wheels, are not included.</p> <p>The indicator will be affected by the pattern of need and demand within the area, influenced by the age-structure of the elderly population, the distribution of poverty and ill health, household composition and other factors.</p>	<p>CP03-P04b Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <caption>Data for CP03-P04b</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>15</td> </tr> <tr> <td>Q2 2015/16</td> <td>15</td> </tr> <tr> <td>Q3 2015/16</td> <td>16</td> </tr> <tr> <td>Q4 2015/16</td> <td>20</td> </tr> <tr> <td>Q1 2016/17</td> <td>31.2</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2015/16	15	Q2 2015/16	15	Q3 2015/16	16	Q4 2015/16	20	Q1 2016/17	31.2	31.2%	<p>How are we performing The recent increase in uptake of SDS can be attributed to the rollout of the new assessment training to staff.</p> <p>Actions we are taking to improve/maintain performance: The new assessment will continue to be rolled out and our aim is to have all clients using this approach by April next year.</p>			Elaine Torrance
Quarter	Value (%)																	
Q1 2015/16	15																	
Q2 2015/16	15																	
Q3 2015/16	16																	
Q4 2015/16	20																	
Q1 2016/17	31.2																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Adults with self-directed care arrangements per 1,000 population	<p>CP03-P04 Adults with self-directed care arrangements per 1,000 population</p> <table border="1"> <caption>Data for CP03-P04 Adults with self-directed care arrangements per 1,000 population</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>6.0</td> </tr> <tr> <td>Q2 2015/16</td> <td>6.0</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.2</td> </tr> <tr> <td>Q4 2015/16</td> <td>7.8</td> </tr> <tr> <td>Q1 2016/17</td> <td>10.1</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2015/16	6.0	Q2 2015/16	6.0	Q3 2015/16	6.2	Q4 2015/16	7.8	Q1 2016/17	10.1	10.10	<p>Observations The percentage of adults with SDS arrangements continues to increase as we draw closer to April 2017 when all clients are expected to be using the SDS approach.</p>			Elaine Torrance
Quarter	Value																	
Q1 2015/16	6.0																	
Q2 2015/16	6.0																	
Q3 2015/16	6.2																	
Q4 2015/16	7.8																	
Q1 2016/17	10.1																	
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P28 Proportion of new service users who receive a service within 6 weeks of assessment (year to date)</p> <table border="1"> <caption>Data for CP03-P28 Proportion of new service users who receive a service within 6 weeks of assessment (year to date)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>97.0%</td> </tr> <tr> <td>Q2 2015/16</td> <td>96.0%</td> </tr> <tr> <td>Q3 2015/16</td> <td>93.0%</td> </tr> <tr> <td>Q4 2015/16</td> <td>95.0%</td> </tr> <tr> <td>Q1 2016/17</td> <td>98.0%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2015/16	97.0%	Q2 2015/16	96.0%	Q3 2015/16	93.0%	Q4 2015/16	95.0%	Q1 2016/17	98.0%	98%	<p>How are we performing: Changes within the Framework system had impacted this indicator for the past 2 quarters; however improvements and recovery to levels experience during Q1 and Q2 2015/16 are evident this quarter.</p> <p>Actions we are taking to improve/maintain performance: As staff become more knowledgeable and comfortable with the new method of recording the assessment the delays experienced in the past two quarters should no longer exist.</p>			Elaine Torrance
Quarter	Value																	
Q1 2015/16	97.0%																	
Q2 2015/16	96.0%																	
Q3 2015/16	93.0%																	
Q4 2015/16	95.0%																	
Q1 2016/17	98.0%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
<p>Looked After and Accommodated Children (aged 12+) in family-based placements compared to those in residential placements</p>	<p>CP03-P06 Looked After and Accommodated Children (aged 12+) in family-based placements compared to those in residential placements</p> 	75%	<p>Observations The number of Looked After Children aged 12 or above in family-based in comparison to residential placements has remained high during Q1 this year.</p>			Ann Blackie
<p>Looked After and Accommodated Children (all ages) in family-based placements compared to those in residential placements</p>	<p>CP03-P06b Looked After and Accommodated Children in family-based placements compared to those in residential placements</p> 	87%	<p>Observations The number of looked after children (all ages) in family based placement (in comparison to residential) remains consistently above the target.</p>			Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Number of Looked After and Accommodated Children (LAC)	<p>CP03-P83 Number of Looked After and Accommodated Children (LAC)</p>	222	<p>Observations The number of looked after children remains fairly consistent.</p>	n/a		Ann Blackie
Number of Inter-agency Discussions (IRDs) held about a child	<p>CP03-P85P Number of Inter-agency Discussions (IRDs) held</p>	126	<p>Observations The number of IRDs increased significantly in 2016 (in particular the month of March). All IRDs (where there is a concern about a child) have been ratified as being appropriate via the scrutiny of Child Protection Reviewing Officers (CPROs) as well as being audited at the IRD review group. A survey will be sent to all partners to seek views on the rationale for the increase; the outcome of this will be fed back to the Child Protection Committee membership once concluded.</p>	n/a		Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
Number of children on Child Protection Register	<p>CP03-P86P Number of children on Child Protection Register</p> <table border="1"> <caption>CP03-P86P Number of children on Child Protection Register</caption> <thead> <tr> <th>Period</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>14</td> <td>28</td> <td>65</td> </tr> <tr> <td>Q2</td> <td>16</td> <td>23</td> <td>-</td> </tr> <tr> <td>Q3</td> <td>18</td> <td>16</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>33</td> <td>28</td> <td>-</td> </tr> </tbody> </table>	Period	2014/15	2015/16	2016/17	Q1	14	28	65	Q2	16	23	-	Q3	18	16	-	Q4	33	28	-	65	<p>Observations Given the increase in IRDs reported above, it was expected that with this increased activity that there would be an increase in cases being progressed to Initial Child Protection Case Conference and possible registration.</p>	n/a		Ann Blackie
Period	2014/15	2015/16	2016/17																							
Q1	14	28	65																							
Q2	16	23	-																							
Q3	18	16	-																							
Q4	33	28	-																							
Page 78 No. of People Referred to Welfare Benefits	<p>CP03-P35 No. of People Referred to Welfare Benefits</p> <table border="1"> <caption>CP03-P35 No. of People Referred to Welfare Benefits</caption> <thead> <tr> <th>Period</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>590</td> <td>680</td> <td>730</td> </tr> <tr> <td>Q2</td> <td>610</td> <td>700</td> <td>-</td> </tr> <tr> <td>Q3</td> <td>550</td> <td>600</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>610</td> <td>750</td> <td>-</td> </tr> </tbody> </table>	Period	2014/15	2015/16	2016/17	Q1	590	680	730	Q2	610	700	-	Q3	550	600	-	Q4	610	750	-	738	<p>Observations: The gains remain high (but under £2m as opposed to just over in Q1 last year). While some of the gains are a result of challenging incorrect decisions, a good deal of work is through promoting benefit take up and maximising income. Cases include a combination of appeals, mandatory reconsiderations, assistance with new claims and resolution of complex benefits issues. Welfare reform has undoubtedly brought in a significant number of changes across a wide range of benefits with some families or individuals often being affected by more than one at any time. The system is complex and even the more able customers are often uncertain as how to resolve situations. Jobcentre Plus no longer offer benefits advice to customers (now focused on job coaching). Complexities of the system now means that it's only trained specialists that can give accurate advice and work is ongoing to train a range of SBC and NHS staff.</p>			Cathie Fancy
Period	2014/15	2015/16	2016/17																							
Q1	590	680	730																							
Q2	610	700	-																							
Q3	550	600	-																							
Q4	610	750	-																							
Welfare Benefit - Monetary Gain	<p>CP03-P36 Welfare Benefit - Monetary Gain</p> <table border="1"> <caption>CP03-P36 Welfare Benefit - Monetary Gain</caption> <thead> <tr> <th>Period</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£900,000.00</td> <td>£2,100,000.00</td> <td>£1,950,000.00</td> </tr> <tr> <td>Q2</td> <td>£1,600,000.00</td> <td>£1,900,000.00</td> <td>-</td> </tr> <tr> <td>Q3</td> <td>£1,700,000.00</td> <td>£1,400,000.00</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>£1,400,000.00</td> <td>£2,900,000.00</td> <td>-</td> </tr> </tbody> </table>	Period	2014/15	2015/16	2016/17	Q1	£900,000.00	£2,100,000.00	£1,950,000.00	Q2	£1,600,000.00	£1,900,000.00	-	Q3	£1,700,000.00	£1,400,000.00	-	Q4	£1,400,000.00	£2,900,000.00	-	£1,968,824.00	<p>uncertain as how to resolve situations. Jobcentre Plus no longer offer benefits advice to customers (now focused on job coaching). Complexities of the system now means that it's only trained specialists that can give accurate advice and work is ongoing to train a range of SBC and NHS staff.</p>			Cathie Fancy
Period	2014/15	2015/16	2016/17																							
Q1	£900,000.00	£2,100,000.00	£1,950,000.00																							
Q2	£1,600,000.00	£1,900,000.00	-																							
Q3	£1,700,000.00	£1,400,000.00	-																							
Q4	£1,400,000.00	£2,900,000.00	-																							

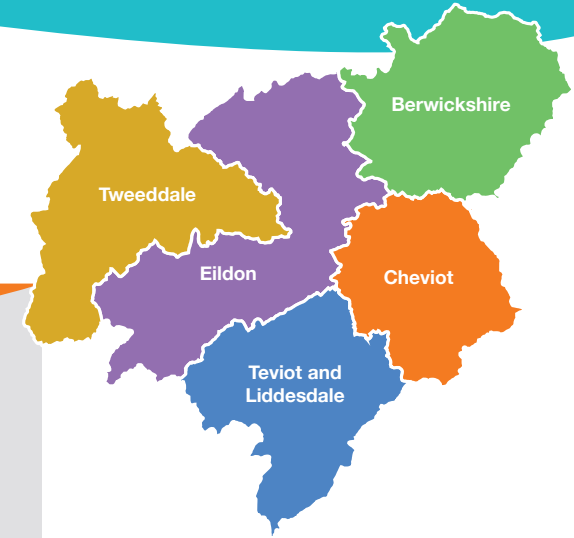
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By								
Number of reported incidents of domestic abuse (cumulative)	<p>CP03-P37P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p> <table border="1"> <caption>CP03-P37P Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>220</td> </tr> <tr> <td>2015/16</td> <td>180</td> </tr> <tr> <td>2016/17</td> <td>210</td> </tr> </tbody> </table>	Year	Value	2014/15	220	2015/16	180	2016/17	210	217	<p>How are we performing:</p> <p>An increase of 38 domestic abuse incidents for the year to date when compared to the same time period in 2015/16 which equates to a 21.2% increase.</p> <p>Service Update</p> <p>Scottish Government Violence Against Women fund awarded July 2016 to June 2017, therefore the future of the Pathway Domestic Abuse Advocacy Support service (DAAS) and Domestic Abuse Community Service (DACS) are secure until 31st March 2017, at this stage, with contributions from Scottish Government and partner agencies.</p>			Tony Hodges
Year	Value													
2014/15	220													
2015/16	180													
2016/17	210													
Number of Group 1-5 recorded crimes and offences (cumulative)	<p>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <caption>CP03-P39P Data</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>750</td> </tr> <tr> <td>2015/16</td> <td>1,500</td> </tr> <tr> <td>2016/17</td> <td>1,500</td> </tr> </tbody> </table>	Year	Value	2014/15	750	2015/16	1,500	2016/17	1,500	726	<p>How are we performing:</p> <p>A 3.8% reduction in crimes in the year to date when compared to the same time period in 2015/16. This equates to 29 fewer victims. This is positive news.</p> <p>The detection rate for the first quarter of 2016/17 stands at 51.4% a reduction on the same time period last year of 3.2 percentage points.</p> <p>Actions we are taking to improve/maintain performance</p> <p>High rates of violent crime (including serious assault and robbery) in 2015/16 led to focused patrols being concentrated in town centre areas. For the first quarter of 2016/17 serious assault and robbery rates are lower than 2015/16 and detection rates remain high. Common assault rates remain high and reducing these types of crime continues to be a priority.</p>			Tony Hodges
Year	Value													
2014/15	750													
2015/16	1,500													
2016/17	1,500													

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - June 2016:



TWEEDDALE

The following funding was awarded

£27k National Lottery
£13,832 Quality of Life Fund

£5,117 Community Grants Scheme
£54,175 Neighbourhood Small Schemes Fund

18 projects currently in development

Q1 PROJECT EXAMPLES

Quality of Life Fund

- £880 for SuDS fencing at Muscat Brae, Clovenfords.
- £8,035 to fund alterations and introduce new play equipment at Alexandra Park, Walkerburn.

Neighbourhood Small Schemes Fund

- £24,090 for Vale of Leithen, ground improvements
- £15,000 for Blyth Bridge Play area

EILDON

The following funding was awarded

£15.4k National Lottery
£5,079 Quality of Life Fund

£26,276 Community Grants Scheme
£20,918 Neighbourhood Small Schemes Fund

20 projects currently in development

Q1 PROJECT EXAMPLES

Quality of Life Fund

- £1,000 awarded to contribute to the upgrade of the kitchen at the TD1 Youth Hub in Galashiels.
- £1,332 contribution to the Play Area at Gibson Park in Melrose.

Neighbourhood Small Schemes Fund

- £5,880 for the creation of additional parking spaces at Hareshaw Bank in Tweedbank.
- £800 awarded for new timber footbridge, footpaths and gates in Stow.

CHEVIOT

The following funding was awarded

£405k National Lottery
£4,953 Quality of Life Fund

£7,232 Community Grants Scheme
£9,391 Neighbourhood Small Schemes Fund

12 projects currently in development

Q1 PROJECT EXAMPLES

Quality of Life Fund

- £775 for a contribution towards the design of a water fountain (War memorial) at St Boswells
- £935 awarded to upgrade the parking area at The Back Lane in Yetholm.

Neighbourhood Small Schemes Fund

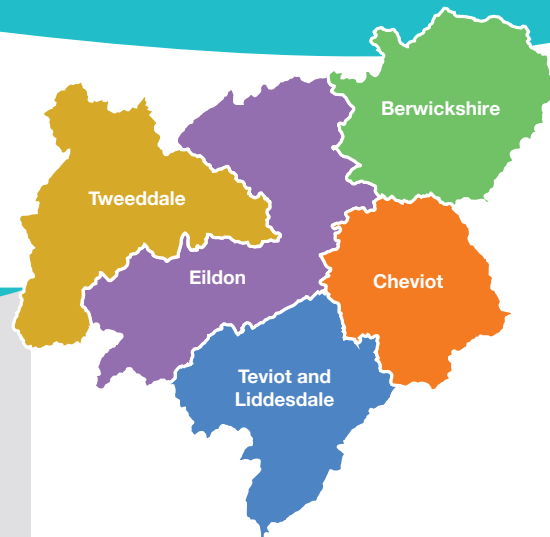
- £2,208 awarded to erect a fence at Yetholm Play Area.
- £1,742 to upgrade the entrance signs to Kirk Yetholm.



BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - June 2016:



BERWICKSHIRE

The following funding was awarded

£346k National Lottery
£778 Quality of Life Fund

£22,076 Community Grants Scheme
£18,860 Neighbourhood Small Schemes Fund

20 projects currently in development

Q1 PROJECT EXAMPLES

Quality of Life Fund

- £778 awarded for an event at Ayton Castle

Neighbourhood Small Schemes Fund

- £2,218 awarded for the installation of Wotjek the bear statue in Duns Town.
- £1,150 awarded to build a cairn at Eyemouth Fort.
- £122 to build and install two picnic benches in Gavinton.

TEVIOT & LIDDESDALE

The following funding was awarded

£7.5k National Lottery
£7,755 Quality of Life Fund

£17,156 Community Grants Scheme
£9,429 Neighbourhood Small Schemes Fund

12 projects currently in development

Q1 PROJECT EXAMPLES

Quality of Life Fund

- 3,000 contribution to electronic signs for The Hub in Burnfoot, Hawick.
- £2,000 contribution to the Hawick Welcome Initiative.

Neighbourhood Small Schemes Fund

- £495 contribution towards a garage removal at Loch Park in Hawick.
- £7,900 awarded for the installation of CCTV equipment in the Common Haugh Car Park, Hawick

BORDERS WIDE PROJECTS

The following funding was awarded

£84.8k National Lottery

£10,770 Community Grants Scheme

19 projects currently in development

Borders wide project: Family and Community Centre

A project grant of £4,270 was awarded to the Borders Islamic Society to aid in the start-up cost of refurbishment of premises to be used as a family and community centre. Working Borders-wide BIS was setup in 2006 and is a registered charity that aims to provide a physical point of contact, improved networking and access to advice and support services that will strengthen and further develop relationships with the wider Borders community. It is committed to improving the understanding of Islam as a peaceful religion by reflecting the best of its religious, social and cultural background. The BIS is a body for community leadership and advocacy and not a religious authority (total project cost=£6,120).



Priority 4: Communities– Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By														
SB Alert - No. of people registered	<p>CP04-P08P How many people have registered for SB Alert?</p> <table border="1"> <caption>SB Alert - No. of people registered</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>2,098</td> </tr> <tr> <td>Q1 2015/16</td> <td>2,228</td> </tr> <tr> <td>Q2 2015/16</td> <td>2,307</td> </tr> <tr> <td>Q3 2015/16</td> <td>3,279</td> </tr> <tr> <td>Q4 2015/16</td> <td>3,788</td> </tr> <tr> <td>Q1 2016/17</td> <td>3,863</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2014/15	2,098	Q1 2015/16	2,228	Q2 2015/16	2,307	Q3 2015/16	3,279	Q4 2015/16	3,788	Q1 2016/17	3,863	3863	<p>Observations: Emergency Planning aimed to get 3500 signed up to our messaging system by end March 2016. This target was exceeded and in preparation for winter 2016/17, we will work with partners and the local press to maximise sign up, improving the dissemination of locally tailored information</p>			Jim Fraser
Quarter	Value																			
Q4 2014/15	2,098																			
Q1 2015/16	2,228																			
Q2 2015/16	2,307																			
Q3 2015/16	3,279																			
Q4 2015/16	3,788																			
Q1 2016/17	3,863																			
Landfill Communities Fund - Number awarded	<p>CP04-P001g Landfill Communities Fund - Number awarded</p> <table border="1"> <caption>Landfill Communities Fund - Number awarded</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>4</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> </tr> <tr> <td>Q3 2015/16</td> <td>0</td> </tr> <tr> <td>Q4 2015/16</td> <td>0</td> </tr> <tr> <td>Q1 2016/17</td> <td>0</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2015/16	4	Q2 2015/16	0	Q3 2015/16	0	Q4 2015/16	0	Q1 2016/17	0	£0	The Scottish Landfill Communities Fund is now operational and all outstanding applications are currently being processed. BCCF Environmental currently hold all 2015/6 funds and we expect them to commence reporting of awards made in Q2.	n/a		Shona Smith		
Quarter	Value																			
Q1 2015/16	4																			
Q2 2015/16	0																			
Q3 2015/16	0																			
Q4 2015/16	0																			
Q1 2016/17	0																			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Community Grant - No. of grants awarded	<p>CP04-P001a Community Grant - No. of grants awarded</p>	43	<p>How are we performing: Number of Grants:</p> <ul style="list-style-type: none"> Q1 includes an additional 20 applications relating The Queen’s 90th Birthday Celebrations. Q1 is nevertheless higher than last year due to early depletion of some budgets in 2015/16 and applications having to await the new financial year. The CGS continues to be a very attractive fund for small groups applying for small projects. <p>Value of Grants:</p> <ul style="list-style-type: none"> value of grants in Q1 is high due applicants awaiting new financial year. Budget spend was higher than in Q1 and Q2 of 15/16 which resulted in limited funds in Q3 and Q4 – and an influx on applications leading up to Q1 16/17. <p>Total Project Costs:</p> <ul style="list-style-type: none"> Q1 is higher due the increased number of awards and the corresponding total of project budgets. 5 projects were more than £20k in size and one exceeded £60k. 			Shona Smith
Community Grant - Value of funding granted	<p>CMT - Community Grant Quarterly Comparison</p>	£88,627	<p>Actions we are taking to improve/maintain performance:</p> <ul style="list-style-type: none"> we continue to promote the CGS in conjunction with a number of external small grant schemes in order to maximise leverage from external sources. A number of external small grants schemes have been launched in Q1 and these will be promoted, with the CGS, during Q2. We are continuing to streamline the application and assessment processes to improve efficiency and waiting times for applicants 			Shona Smith
Community Grant Award - Total Project Cost		£265,568				Shona Smith

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
National Lottery Funds - Overall Award Total	<p>CP04-P001f National Lottery Funds - Overall Award Total</p> <table border="1"> <caption>CP04-P001f National Lottery Funds - Overall Award Total</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>~900,000</td> </tr> <tr> <td>Q2-2015/16</td> <td>~200,000</td> </tr> <tr> <td>Q3-2015/16</td> <td>~850,000</td> </tr> <tr> <td>Q4-2015/16</td> <td>~700,000</td> </tr> <tr> <td>Q1-2016/17</td> <td>~886,024.00</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2015/16	~900,000	Q2-2015/16	~200,000	Q3-2015/16	~850,000	Q4-2015/16	~700,000	Q1-2016/17	~886,024.00	£886,024.00	<p>See commentary below How are we performing:</p> <ul style="list-style-type: none"> lottery small grants are dependent on grant programmes opening and closing. Some programmes closed in Q4 and with final awards being made in Q1 16/17. We have an indicative target to exceed £400K annually from external small grants and the CGS plays a crucial role in that leverage. <p>Actions we are taking to improve/maintain performance:</p>			Shona Smith
Quarter	Value (£)																	
Q1-2015/16	~900,000																	
Q2-2015/16	~200,000																	
Q3-2015/16	~850,000																	
Q4-2015/16	~700,000																	
Q1-2016/17	~886,024.00																	
National Lottery Fund - Total Awards made up to £10,000	<p>CP04-P001e National Lottery Fund - Total Awards made up to £10,000</p> <table border="1"> <caption>CP04-P001e National Lottery Fund - Total Awards made up to £10,000</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>~40,000</td> </tr> <tr> <td>Q2-2015/16</td> <td>~140,000</td> </tr> <tr> <td>Q3-2015/16</td> <td>~140,000</td> </tr> <tr> <td>Q4-2015/16</td> <td>~50,000</td> </tr> <tr> <td>Q1-2016/17</td> <td>~114,045</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2015/16	~40,000	Q2-2015/16	~140,000	Q3-2015/16	~140,000	Q4-2015/16	~50,000	Q1-2016/17	~114,045	£114,045	<p>as above –</p> <ul style="list-style-type: none"> we continue to promote the external small grants in conjunction with the CGS in order to maximise leverage from external sources. A number of external small grants schemes have been launched in Q1 and these will be promoted, with the CGS during Q2. <p>Note: due to political restrictions in June some awards made in Q1 may be announced in Q2.</p>			Shona Smith
Quarter	Value (£)																	
Q1-2015/16	~40,000																	
Q2-2015/16	~140,000																	
Q3-2015/16	~140,000																	
Q4-2015/16	~50,000																	
Q1-2016/17	~114,045																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
National Lottery Fund - Total Awards made over £10,000 Page 85	<p>CP04-P001e National Lottery Fund - Total Awards made over £10,000</p> <table border="1"> <caption>Estimated data from the trend chart</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>~850,000</td> </tr> <tr> <td>Q2-2015/16</td> <td>~50,000</td> </tr> <tr> <td>Q3-2015/16</td> <td>~700,000</td> </tr> <tr> <td>Q4-2015/16</td> <td>~650,000</td> </tr> <tr> <td>Q1-2016/17</td> <td>~772,000</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2015/16	~850,000	Q2-2015/16	~50,000	Q3-2015/16	~700,000	Q4-2015/16	~650,000	Q1-2016/17	~772,000	£771,979	<p>How are we performing:</p> <ul style="list-style-type: none"> The Big Lottery Fund large grants closure in June 2015 saw a drop off of awards in Q2 15/16 as they dealt with the bottleneck created by the closure. Q1 shows the continuing recovery and we expect that recovery to continue further with the recent launch of the large scale community assets programme. <p>What are we doing to maintain/improve performance:</p> <ul style="list-style-type: none"> New lottery programme now launched and training sessions completed. We continue to develop skills via BIG training, webinars and involvement in Funders Forum and Scottish LA External Funding Officers Group There are 104 Pipeline projects, both over and under £10k. <p>Note: due to political restrictions in June some awards made in Q1 may be announced in Q2.</p>			Shona Smith
Quarter	Value (£)																	
Q1-2015/16	~850,000																	
Q2-2015/16	~50,000																	
Q3-2015/16	~700,000																	
Q4-2015/16	~650,000																	
Q1-2016/17	~772,000																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Quality of Life Fund – Total value of funds awarded (cumulative)	<p>CP04-P001j Quality of Life Fund - Total value of funds awarded (cumulative)</p>	£32,397.00	<p>Observations: Alongside our bids for external funding and our own community grant scheme we also have the Neighbourhood Small Schemes and Quality of Life funds. These funds are there to support the delivery of local improvement projects and initiatives which Elected Members, Community Councils and the public can request financial support from.</p> <p>In Q1 2016/17 the Quality of Life fund aided 18 projects with total awards of £32,397 being made.</p>	n/a		Jason Hedley
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	<p>CP04-P001k Neighbourhood Small Schemes Fund - Total value of funds awarded (cumulative)</p>	£112,773.00	<p>Neighbourhood Small Schemes awarded funds of £112,773 from 51 projects in Q1 16/17. This figure is particularly high for Q1 as unutilised funds were carried forward from 2015/16 with some substantial awards being made this quarter such as the £24,000 awarded to Vale of Leithen to assist with ground improvements.</p>	n/a		Jason Hedley

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

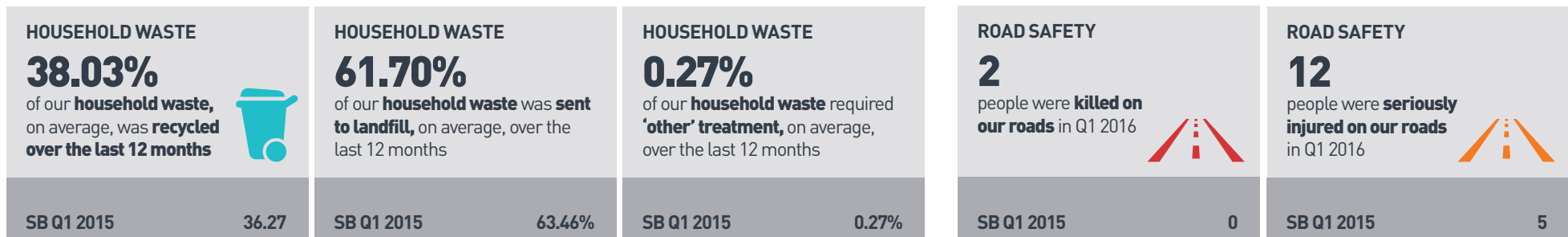
Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																														
No. of Active community resilience plans (cumulative)	<p>Exec - Community Resilience Plans - Active and Progressing</p> <table border="1"> <caption>Exec - Community Resilience Plans - Active and Progressing</caption> <thead> <tr> <th>Quarter</th> <th>Active (CP04-P001l)</th> <th>Progressing (CP04-P001m)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>30</td> <td>20</td> </tr> <tr> <td>Q2 2015/16</td> <td>31</td> <td>21</td> </tr> <tr> <td>Q3 2015/16</td> <td>32</td> <td>21</td> </tr> <tr> <td>Q4 2015/16</td> <td>35</td> <td>15</td> </tr> <tr> <td>Q1 2016/17</td> <td>35</td> <td>17</td> </tr> </tbody> </table>	Quarter	Active (CP04-P001l)	Progressing (CP04-P001m)	Q1 2015/16	30	20	Q2 2015/16	31	21	Q3 2015/16	32	21	Q4 2015/16	35	15	Q1 2016/17	35	17	35	<p>Observations Newcastleton and District have now had their presentation from the Emergency Planning team and are now progressing with their plan. Manor, Stobo and Lyne are also now progressing their plan, having previously said that they didn't wish to join up.</p> <p>A new post within Emergency Planning has recently been recruited to, and key duties will be around Resilient Communities</p>			Jim Fraser												
Quarter		Active (CP04-P001l)	Progressing (CP04-P001m)																																	
Q1 2015/16	30	20																																		
Q2 2015/16	31	21																																		
Q3 2015/16	32	21																																		
Q4 2015/16	35	15																																		
Q1 2016/17	35	17																																		
No. of Progressing community resilience plans (cumulative)	17			Jim Fraser																																
Page 87	<p>CP04-P001o The number of people carrying out volunteer work with SBC</p> <table border="1"> <caption>CP04-P001o The number of people carrying out volunteer work with SBC</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2015/16</td> <td>230</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2015/16</td> <td>245</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2015/16</td> <td>280</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q1 2016/17</td> <td>82</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q1 2015/16	0	0	0	0	Q2 2015/16	230	0	0	0	Q3 2015/16	245	0	0	0	Q4 2015/16	280	0	0	0	Q1 2016/17	82	0	0	0	82	<p>Observations</p> <ul style="list-style-type: none"> 67 people volunteered with "Walk It" during Q1 of 2016/17, which equated to 366 hours. Economic benefit can be calculated at £4443.24 15 people volunteered for Scottish Borders Council in other areas during Q1 of 2016/17, which equated to 172.5 hours. Economic benefits can be calculated at £2,094.15 <p>Volunteer figures for this quarter show a significant drop following the move of the main volunteer using services to Live Borders (Museums, Libraries, Community Centres). Volunteer figures for schools, which have not been reported previously, will be available from Q2 onwards.</p>			Shona Smith
Quarter		Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																															
Q1 2015/16	0	0	0	0																																
Q2 2015/16	230	0	0	0																																
Q3 2015/16	245	0	0	0																																
Q4 2015/16	280	0	0	0																																
Q1 2016/17	82	0	0	0																																
The number of people carrying out volunteer work with SBC																																				

05

MAINTAIN AND IMPROVE OUR HIGH QUALITY ENVIRONMENT

HOW ARE WE DOING?

January 2016 - March 2016:



Page 88

waste • spend to save • low carbon • waste • spend to save • low carbon • waste • spend to save •

Our performance during Q1 2016



COMMUNITY RECYCLING CENTRES

52.41%

of waste was recycled at SBC Community Recycling Centres, on average, over the last 12 months

(up from 52.26 at Q1 2015)

Case Study

Selkirk Community Recycling Centre (CRC)



Selkirk CRC re-opened on the 25th July after being reconfigured to accommodate the Selkirk Flood Protection Scheme. Recycling centres play an important role in supporting the Council's kerbside waste and recycling collection services. In 2015 Selkirk CRC helped to divert 832 tonnes of waste away from landfill, helping the Council to avoid landfill tax costs of over £65,000. We encourage all site users to sort and separate their waste before bringing it to the site to ensure they can recycle as much as possible. Information on what materials can be recycled at each site can be found on the Council's website.



Priority 5: High Quality Environment – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average) Page 89	<p>CP05-P001c Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ua</p> <table border="1"> <caption>Annual Household Recycling Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015</td> <td>38.03</td> </tr> <tr> <td>Q2 2015</td> <td>38.03</td> </tr> <tr> <td>Q3 2015</td> <td>38.03</td> </tr> <tr> <td>Q4 2015</td> <td>38.03</td> </tr> <tr> <td>Q1 2016</td> <td>38.03</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2015	38.03	Q2 2015	38.03	Q3 2015	38.03	Q4 2015	38.03	Q1 2016	38.03	38.03	<p>How are we performing: Since the removal of garden waste the recycling rate has remained fairly steady, rising very slightly over the last three quarters. We are awaiting verification of the most recent figures as some small discrepancies in the data have been observed and may have a small impact on the current figure.</p> <p>What are we doing to maintain/improve performance: Between May and September 2015 we introduced food waste collections to households in Galashiels, Tweedbank, Peebles, Selkirk, Jedburgh and Hawick. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this has been undertaken.</p> <p>Note: One quarter lag in data</p>			Ross Sharp-Dent
Quarter	Value (%)																	
Q1 2015	38.03																	
Q2 2015	38.03																	
Q3 2015	38.03																	
Q4 2015	38.03																	
Q1 2016	38.03																	
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ub	<p>CP05-P001d Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ub</p> <table border="1"> <caption>Annual Household Waste Landfilled Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015</td> <td>61.70</td> </tr> <tr> <td>Q2 2015</td> <td>61.70</td> </tr> <tr> <td>Q3 2015</td> <td>61.70</td> </tr> <tr> <td>Q4 2015</td> <td>61.70</td> </tr> <tr> <td>Q1 2016</td> <td>61.70</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2015	61.70	Q2 2015	61.70	Q3 2015	61.70	Q4 2015	61.70	Q1 2016	61.70	61.70	<p>How are we performing: The waste disposed of in landfill has remained fairly constant over the last four quarters. We are awaiting verification of the most recent figures as some small discrepancies in the data have been observed and may have a small impact on the current figure.</p> <p>What are we doing to maintain/improve performance: We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken. We are working on the development of a new Waste Transfer Station to replace Easter Langlee Landfill Site which is scheduled to close in the next few years.</p> <p>Note: One quarter lag in data</p>			Ross Sharp-Dent
Quarter	Value (%)																	
Q1 2015	61.70																	
Q2 2015	61.70																	
Q3 2015	61.70																	
Q4 2015	61.70																	
Q1 2016	61.70																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62uc	<p>CP05-P001e Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62uc</p>	0.27	<p>How are we performing: As the majority of our non-recyclable waste is disposed of in landfill, the amount of household waste treated continues to be very low.</p> <p>What are we doing to maintain/improve performance: The treated waste is composed of material sent to our recyclers which cannot then be recycled, and is sent to thermal treatment rather than landfill. We continue to work with householders and our suppliers to minimise these contamination levels.</p> <p>We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken.</p> <p>Note: One quarter lag in data</p>			Ross Sharp-Dent
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave) CP05-P63	<p>CP05-P001f Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average) CP05-P63</p>	52.41	<p>How are we performing: The recycling rate at community recycling centres has remained fairly constant over the last four quarters.</p> <p>What are we doing to maintain/improve performance: We continue to encourage householders to split their waste into different streams at the Community Recycling Centres to maximise recycling. Kelso Community Recycling Centre opened in May 2015, upgraded centre in Hawick in April 2016. Works are ongoing on the re-configuration of Selkirk Community Recycling Centre related to the Flood Works. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken.</p> <p>Note: One quarter lag in data</p>			Ross Sharp-Dent

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of people killed on Border Roads	<p>CP05-P001a Number of people killed on Border Roads - VETTED</p> <table border="1"> <caption>Data for CP05-P001a</caption> <thead> <tr> <th>Quarter</th> <th>Number of people killed</th> </tr> </thead> <tbody> <tr> <td>Q1-2015</td> <td>0</td> </tr> <tr> <td>Q2-2015</td> <td>3</td> </tr> <tr> <td>Q3-2015</td> <td>2</td> </tr> <tr> <td>Q4-2015</td> <td>1</td> </tr> <tr> <td>Q1-2016</td> <td>2</td> </tr> </tbody> </table>	Quarter	Number of people killed	Q1-2015	0	Q2-2015	3	Q3-2015	2	Q4-2015	1	Q1-2016	2	2	<p>Observations: Unfortunately there were two fatalities on Borders roads in quarter 1.</p>			Colin Ovens
Quarter	Number of people killed																	
Q1-2015	0																	
Q2-2015	3																	
Q3-2015	2																	
Q4-2015	1																	
Q1-2016	2																	
Number of people seriously injured on Border Roads	<p>CP05-P001b Number of people seriously injured on Border Roads - VETTED</p> <table border="1"> <caption>Data for CP05-P001b</caption> <thead> <tr> <th>Quarter</th> <th>Number of people seriously injured</th> </tr> </thead> <tbody> <tr> <td>Q1-2015</td> <td>5</td> </tr> <tr> <td>Q2-2015</td> <td>16</td> </tr> <tr> <td>Q3-2015</td> <td>24</td> </tr> <tr> <td>Q4-2015</td> <td>17</td> </tr> <tr> <td>Q1-2016</td> <td>12</td> </tr> </tbody> </table>	Quarter	Number of people seriously injured	Q1-2015	5	Q2-2015	16	Q3-2015	24	Q4-2015	17	Q1-2016	12	12	<p>Observations: There was a total of 12 serious injuries in road related accidents in the first quarter of 2016. Please note: Q1 figures for 2016 are UNVETTED. We are awaiting the release of data from Police Scotland. Any change to this figure is likely to be minimal but will be reflected next quarter.</p>			Colin Ovens
Quarter	Number of people seriously injured																	
Q1-2015	5																	
Q2-2015	16																	
Q3-2015	24																	
Q4-2015	17																	
Q1-2016	12																	

DEVELOP OUR WORKFORCE HOW ARE WE DOING?

SBC Modern Apprentices 2016/17




Case Study Work Opportunities

19 year old Murdo Allison is currently undertaking a Modern Apprenticeship (MA) in Craft Bakery Skills at Earlston High School. He began his MA in August 2015 as he saw it as an opportunity to create a career in catering through gaining a work based qualification. His day to day role sees him preparing and baking a variety of cakes, pastries and tray bakes. He is also heavily involved in other kitchen duties in the School such as preparing other meals and the service of the meals. Murdo said "The MA has really helped me with my communication skills through the customer service aspect." During the School summer holiday Murdo has been given the opportunity to work in the kitchen at SBC HQ where he is learning different skills - cooking different types of meals; dealing with a different set of customers. He also took part in SBC's Cook of the Year event where four Border school cooks compete to make a main meal and a dessert with a maximum cost of £1.90. Murdo said "I really enjoyed the experience and it was nice to be put forward for the competition."

Page 92

benefits • communication • staff development • flexibility • benefits • communication • staff development •

Our performance during Q1 2016/17

<p>SBC ABSENCE RATE</p> <p>4.1% of working days were lost, on average, due to absence as of June 2016</p> <p>(No change from Q1 15/16)</p>	<p>WORK OPPORTUNITIES</p> <p>59 work opportunities are being supported by SBC through our "Work Opportunities Policy" as of Q1 2016/17</p>  <p>(down from 63 in Q1 15/16)</p>		<p>SBC STAFF BENEFIT SCHEME</p> <p>34.1% of employees have registered their discount card on the Employee Benefit Scheme website since October 2015</p>
<p>E-LEARNING COMPLETIONS</p> <p>4,034 e-learning completions were achieved using our in-house e-learning tool, SBLearn, in Q1 2016/17</p> <p>Uup from 1,702 in Q1 15/16)</p>	<p>APPRENTICESHIPS</p> <p>42 apprentices are employed with SBC as of Q1 2016/17</p> <p>(up from 25 in Q1 15/16)</p>	<p>APPRENTICESHIPS</p> <p>69% male 31% female across various departments such as Human Resources, Engineering, Finance</p>	<p>51 applications have been approved for the Car Salary Sacrifice Scheme since October 2015</p> <p>686 applications have been approved for the Technology Salary Sacrifice Scheme since October 2015</p>



Priority 6: Developing our Workforce – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Percentage of Working Days Lost - Council Average	<p>CP06-P14 Percentage of Working Days Lost - Council Average</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	4.10%	<p>How are we performing: Through effective implementation of our absence management policy the % of working days lost due to absence has been consistently stable across the year finishing marginally above the target of 4% at 4.1% for the last 3 quarters</p> <p>Actions we are taking to improve/maintain performance: Each Service, including SB Cares, continues to receive a monthly detailed report on absence rates in order that managers and HR advisors can work together to tackle areas where rates are higher than the target</p>			Ian Angus
Number of e-learning completions – All Departments	<p>CP06-P07 Number of e-learning completions - All Depts</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	4,034	<p>How are we performing: During Q1 2016/17, there were 4034 e-learning completions, of which 1600 (40%) were mandatory modules including the new "Prevent" module (developed as part of the UK government' strategy to deal with terrorism)</p> <p>Actions we are taking to improve/maintain performance: When all PC users log in each morning, a reminder pops up about mandatory training, in order that we work towards 100% of PC users completing mandatory modules. Work is ongoing to ensure that those employees who don't have regular access to a PC can access the valuable training resources including mandatory training</p>			Clair Hepburn

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website	<p>CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website</p> <table border="1"> <caption>CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>~31%</td> </tr> <tr> <td>Q2 2015/16</td> <td>~31%</td> </tr> <tr> <td>Q3 2015/16</td> <td>~32%</td> </tr> <tr> <td>Q4 2015/16</td> <td>~33%</td> </tr> <tr> <td>Q1 2016/17</td> <td>34.1%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2015/16	~31%	Q2 2015/16	~31%	Q3 2015/16	~32%	Q4 2015/16	~33%	Q1 2016/17	34.1%	34.1%	<p>Observations: Following the launch of the new employee benefit scheme there has been a positive response, with 34% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website. In addition to this the salary sacrifice scheme part of the employee benefits scheme has seen the following:</p> <ul style="list-style-type: none"> • Car Salary Sacrifice Scheme – 51 applications approved (42 in Q4 15/16, 26 Q3 15/16) • Technology Salary Sacrifice Scheme – 686 applications approved (311 in Q3 15/16) and 375 this quarter 			Ian Angus
Quarter	Percentage																	
Q1 2015/16	~31%																	
Q2 2015/16	~31%																	
Q3 2015/16	~32%																	
Q4 2015/16	~33%																	
Q1 2016/17	34.1%																	
CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	<p>CP06-P45 CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</p> <table border="1"> <caption>CP06-P45 CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Opportunities</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>~63</td> </tr> <tr> <td>Q2 2015/16</td> <td>~53</td> </tr> <tr> <td>Q3 2015/16</td> <td>~56</td> </tr> <tr> <td>Q4 2015/16</td> <td>~56</td> </tr> <tr> <td>Q1 2016/17</td> <td>59</td> </tr> </tbody> </table>	Quarter	Number of Opportunities	Q1 2015/16	~63	Q2 2015/16	~53	Q3 2015/16	~56	Q4 2015/16	~56	Q1 2016/17	59	59	<p>Observations: There are currently 59 opportunities being provided within SBC through the Work Opportunities Policy. A breakdown is provided below.</p> <p>(Note that the total of 59 includes the 6 employees who are employed through the Employment Support Scheme, which has remained at 6 for the last year, and is therefore not included in the graphs below)</p>			Cathie Fancy
Quarter	Number of Opportunities																	
Q1 2015/16	~63																	
Q2 2015/16	~53																	
Q3 2015/16	~56																	
Q4 2015/16	~56																	
Q1 2016/17	59																	
<p>SBC and NHS have partnered together to offer 4 opportunities for Looked After Children. These opportunities will provide 4 looked after young people with employability training whilst gaining a qualification and a supported work experience placement which will hopefully lead to a Modern Apprenticeship within the host organisations following a successful placement.</p> <p>SBC have also partnered up with NHS Borders and Borders College to bring a Project SEARCH site to the borders. In its first year Project Search will provide 8 young people who have a learning disability or autism a 1 year internship within the Borders General Hospital. The internship will provide the young people with employability skills through qualifications and 3 work experience rotations. The Young people will be supported by a tutor from Borders College and a Job Coach from SBC Employment Support Service. The goal of this project is for each intern to secure sustainable paid employment at the end of their Internship.</p>																		

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																														
CP06-P31 Work Opportunities Scheme - Current Employability Fund Posts	<table border="1"> <caption>Executive - Supported Employment excl. ESS</caption> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>1</td> <td>22</td> <td>25</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> <td>11</td> <td>38</td> </tr> <tr> <td>Q3 2015/16</td> <td>0</td> <td>7</td> <td>40</td> </tr> <tr> <td>Q4 2015/16</td> <td>0</td> <td>10</td> <td>37</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>9</td> <td>42</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q1 2015/16	1	22	25	Q2 2015/16	0	11	38	Q3 2015/16	0	7	40	Q4 2015/16	0	10	37	Q1 2016/17	1	9	42	1	Observations: SBC have a contract for 23 Employability Fund Stage 3 places which are utilised borders wide through work experience placements in various locations engaging with public sector organisations and large and small businesses within the Scottish Borders.			Cathie Fancy						
Quarter	CP06-P31P	CP06-P32P	CP06-P37P																																	
Q1 2015/16	1	22	25																																	
Q2 2015/16	0	11	38																																	
Q3 2015/16	0	7	40																																	
Q4 2015/16	0	10	37																																	
Q1 2016/17	1	9	42																																	
CP06-P32 Work Opportunities Scheme - Current Student Placements	<table border="1"> <caption>Executive - Supported Employment excl. ESS</caption> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>1</td> <td>22</td> <td>25</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> <td>11</td> <td>38</td> </tr> <tr> <td>Q3 2015/16</td> <td>0</td> <td>7</td> <td>40</td> </tr> <tr> <td>Q4 2015/16</td> <td>0</td> <td>10</td> <td>37</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>9</td> <td>42</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q1 2015/16	1	22	25	Q2 2015/16	0	11	38	Q3 2015/16	0	7	40	Q4 2015/16	0	10	37	Q1 2016/17	1	9	42	9	Observations: We are currently recruiting students for the summer, we had a large response from an advert from students looking for work over the summer period and managers are encouraged to contact HRSS if they are looking for a student over the summer period.			Cathie Fancy						
Quarter	CP06-P31P	CP06-P32P	CP06-P37P																																	
Q1 2015/16	1	22	25																																	
Q2 2015/16	0	11	38																																	
Q3 2015/16	0	7	40																																	
Q4 2015/16	0	10	37																																	
Q1 2016/17	1	9	42																																	
CP06-P37 Work Opportunities Scheme - Current Modern Apprentices employed within SBC	<table border="1"> <caption>Executive - Supported Employment excl. ESS</caption> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>1</td> <td>22</td> <td>25</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> <td>11</td> <td>38</td> </tr> <tr> <td>Q3 2015/16</td> <td>0</td> <td>7</td> <td>40</td> </tr> <tr> <td>Q4 2015/16</td> <td>0</td> <td>10</td> <td>37</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>9</td> <td>42</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q1 2015/16	1	22	25	Q2 2015/16	0	11	38	Q3 2015/16	0	7	40	Q4 2015/16	0	10	37	Q1 2016/17	1	9	42	42	Observations: There are currently 29 male and 13 female apprentices in SBC.			Cathie Fancy						
Quarter	CP06-P31P	CP06-P32P	CP06-P37P																																	
Q1 2015/16	1	22	25																																	
Q2 2015/16	0	11	38																																	
Q3 2015/16	0	7	40																																	
Q4 2015/16	0	10	37																																	
Q1 2016/17	1	9	42																																	
CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities	<table border="1"> <caption>CP06-P44 CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>9</td> <td>9</td> <td>9</td> <td>9</td> </tr> <tr> <td>Q2 2015/16</td> <td>5</td> <td>5</td> <td>5</td> <td>5</td> </tr> <tr> <td>Q3 2015/16</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Q4 2015/16</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Quarter	Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q1 2015/16	9	9	9	9	Q2 2015/16	5	5	5	5	Q3 2015/16	3	3	3	3	Q4 2015/16	3	3	3	3	Q1 2016/17	1	1	1	1	1	Observations: There has been little demand for short work experience and job taster placements through the Work Opportunities Scheme however departments have been accommodating when approached			Cathie Fancy
Quarter	Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																
Q1 2015/16	9	9	9	9																																
Q2 2015/16	5	5	5	5																																
Q3 2015/16	3	3	3	3																																
Q4 2015/16	3	3	3	3																																
Q1 2016/17	1	1	1	1																																

DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

April 2016 - June 2016:

CAPITAL RECEIPTS £143,300 was received from selling our fixed assets such as buildings in Q1 2016/17	OCCUPANCY RATES 90.6% of industrial and commercial properties owned by the council were occupied as of June 2016	Energy Efficiency Programme (EEP) The EEP is a "spend to save" programme, acknowledging that to become more energy efficient we must invest in our properties, many of which must maintain certain standards e.g. schools. There is also an ongoing review of our property assets and the energy efficiency programme must work in partnership with these reviews so that resources are not wasted. In 2016/17, as part of the EEP, ageing inefficient lighting is being replaced in a number of schools and office buildings. It is anticipated that these works will deliver around £60k worth of associated energy reductions whilst also improving the internal working and learning environment through improved lighting standards. Installation of solar panels on Council buildings is also being explored together with other lower profile energy saving measures such as replacement of inefficient plant, increased insulation within plantrooms and a review of heating controls.
SB Q1 2015/16 £95,297	SB Q1 2015/16 92%	

Page 96

buildings • energy efficiency • capital investment • buildings • energy efficiency • capital investment • buildings

Our performance during Q1 2016/17

COUNCIL PROPERTIES 26 properties are no longer required 7 properties are advertised for sale 14 properties are currently under offer http://www.scotborders.gov.uk/sale_lets	COUNCIL TAX 31.87% of Council Tax due was collected in Q1 2016/17 (down from 32.35% in Q1 15/16) CAPITAL PROJECTS 101 number of projects ongoing across the council of which 99 are on target 1 are slightly behind target 1 is not on target	ENERGY CONSUMPTION* Q1 16/17 we used 1,960,128 kilowatt hours of electricity at a cost of £0.224m (down from 2,011,867 in Q1 15/16) (down from £0.234 in Q1 15/16)	ENERGY CONSUMPTION* Q1 16/17 we used 2,365,491 kilowatt hours of gas at a cost of £0.057m (down from 2,519,001 in Q1 15/16) (down from £0.075m in Q1 15/16)
--	---	--	---

*The energy consumption figures are based on 26 sites across the council which account for approximately 50% of the energy used across the council, and is therefore representative of the energy use across the council as a whole.



Priority 7: Assets and Resources– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
Council Tax - In Year Collection Level	<p>CP07-P07P How much Council Tax is collected in a particular year?</p> <table border="1"> <caption>CP07-P07P Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>~32%</td> <td>~32%</td> <td>~85%</td> <td>~95%</td> </tr> <tr> <td>2015/16</td> <td>~32%</td> <td>~58%</td> <td>~85%</td> <td>~95%</td> </tr> <tr> <td>2016/17</td> <td>~32%</td> <td>~58%</td> <td>~85%</td> <td>~95%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	~32%	~32%	~85%	~95%	2015/16	~32%	~58%	~85%	~95%	2016/17	~32%	~58%	~85%	~95%	31.87%	<p>How are we performing: Collection is 0.48% down on 2016/17 target</p> <p>Actions we are taking to improve/maintain performance: The number of customers paying over 12 months has increased to 20.79% from 16.90% at the same time last year which affects direct comparisons. Work is ongoing to explore the impact of the Long Term Empty Properties and the resulting increased billing position. A plan is in place to reduce backlogs and staff have been allocated to new in year collection initiatives. A revised Sheriff Officer contract has been implemented.</p>			Jenni Craig
Year	Q1	Q2	Q3	Q4																						
2014/15	~32%	~32%	~85%	~95%																						
2015/16	~32%	~58%	~85%	~95%																						
2016/17	~32%	~58%	~85%	~95%																						
Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001b Occupancy Rates of Industrial and Commercial Units</p> <table border="1"> <caption>CP07-P001b Data</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>~92%</td> </tr> <tr> <td>Q2 2015/16</td> <td>~92%</td> </tr> <tr> <td>Q3 2015/16</td> <td>~92%</td> </tr> <tr> <td>Q4 2015/16</td> <td>~92%</td> </tr> <tr> <td>Q1 2016/17</td> <td>90.6%</td> </tr> </tbody> </table>	Quarter	Occupancy Rate	Q1 2015/16	~92%	Q2 2015/16	~92%	Q3 2015/16	~92%	Q4 2015/16	~92%	Q1 2016/17	90.6%	90.6%	<p>How are we performing During this period we have had 7 new leases but 12 terminations. This has included a business in Hawick that occupied two units going into liquidation; a company vacating 2 units in Eyemouth because they had purchased their own premises; and a premise in Selkirk, when the owners retired.</p> <p>In previous benchmarking exercises, other Local Authorities had a target of 80% or less for their occupancy level, so we continue to perform well above this, and set a target of 88%</p> <p>Action we are taking to improve/maintain performance We continue to provide information and advice on industrial and commercial premises for all business enquiries. Information includes property and land owned by the Council and the private sector, and also involves signposting to other Council services and working closely with Business Gateway.</p>			Bryan McGrath								
Quarter	Occupancy Rate																									
Q1 2015/16	~92%																									
Q2 2015/16	~92%																									
Q3 2015/16	~92%																									
Q4 2015/16	~92%																									
Q1 2016/17	90.6%																									

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Capital Receipts Generated (cumulative)	<p>CP07-P001c Capital Receipts Generated (cumulative)</p> <p>£800,000.00 £700,000.00 £600,000.00 £500,000.00 £400,000.00 £300,000.00 £200,000.00 £100,000.00 £0.00</p> <p>Q1 2015/16 Q2 2015/16 Q3 2015/16 Q4 2015/16 Q1 2016/17</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	£140,300.00	<p>How are we performing: A total of four properties have been sold over the reporting period resulting in a total cumulative capital receipt generated for Q1 of £140,300.</p> <p>Actions we are taking to improve/maintain performance: Discussions with our selling agents continue to ensure surplus assets are exposed to the market.</p>			Neil Hastie
Total no. of properties surplus to requirements (CP07-P23)	<p>CMT - Properties (Surplus/Actively Marketed/Under Offer)</p> <p>30 28 26 24 22 20 18 16 14 12 10 8 6 4 2 0</p> <p>Q1 2015/16 Q2 2015/16 Q3 2015/16 Q4 2015/16 Q1 2016/17</p> <p>■ CP07-P001d ■ CP07-P001e ■ CP07-P001f</p>	26	<p>How are we performing: Three properties are on offer to Community Groups. Two surplus assets are currently having title checks carried out and will be brought to the market in due course. Seven properties are currently being marketed with a further fourteen properties under offer. Settlement dates have been set for five of these for Q2.</p> <p>Actions we are taking to improve/maintain performance: A review of the asset base continues with the potential for a number of these being brought to the market over the next few months. Discussions and negotiations continue with properties under offer some of which are subject to conditions relating to planning consents and long stop settlement dates.</p>			Neil Hastie
Total no. of properties actively being marketed (CP07-P24)		7				Neil Hastie
Total no. of properties under offer (CP07-P25)		14				Neil Hastie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Total energy consumption costs (£) – Annual	<p>CP07-P001o Total energy consumption costs (£) - Annual</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	3,185,720	<p>How are we performing: Energy consumption in 15/16 compared to 14/15 has reduced by around 11%, this reduction is in part due to the transfer of one site to SBCares but does not account for the total reduction. The associated cost for energy consumed also shows a fall of approximately 12% from the previous year. Reviewing Degree Day Data shows that 2015/16 was 6% colder than 2014/15 which indicates that efficiency measures being introduced are having a positive effect on energy consumption.</p>			Martin Joyce
Total energy consumption (KWh) – Annual	<p>CP07-P001p Total energy consumption (KWh) - Annual</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	47,098,908	<p>Actions we are taking to improve/maintain performance: As part of the transformation programme of works The Energy Efficiency Board Programme (EEP) aims to reduce energy consumption and costs by:</p> <ul style="list-style-type: none"> • Ensuring solutions represent best value for money • Reducing the cost of energy through reduction in use and increase in energy efficiency • generating on-site energy to reduce demand on fossil fuels and take advantage of Feed in Tariff/Renewable heat incentive grants • Reducing SBC Carbon Footprint • Enhancing SBC's reputation as a forward thinking progressive Local Authority • Supporting local suppliers by use of local contractors to undertake works where we can. 			Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																								
Electricity Cost (£) – Annual	<p>Executive - Utilities Cost Comparative (£) - Annual</p> <table border="1"> <thead> <tr> <th>Year</th> <th>CP07-P11bP</th> <th>CP07-P12bP</th> <th>CP07-P13bP</th> <th>CP07-P14bP</th> <th>CP07-P15bP</th> </tr> </thead> <tbody> <tr> <td>2015/14</td> <td>1,970,457</td> <td>778,953</td> <td>384,649</td> <td>6,506</td> <td>134,553</td> </tr> <tr> <td>2014/15</td> <td>2,378,160</td> <td>792,638</td> <td>444,492</td> <td>17,242</td> <td>2,994</td> </tr> <tr> <td>2015/16</td> <td>2,209,205</td> <td>609,485</td> <td>343,314</td> <td>18,394</td> <td>5,322</td> </tr> </tbody> </table>	Year	CP07-P11bP	CP07-P12bP	CP07-P13bP	CP07-P14bP	CP07-P15bP	2015/14	1,970,457	778,953	384,649	6,506	134,553	2014/15	2,378,160	792,638	444,492	17,242	2,994	2015/16	2,209,205	609,485	343,314	18,394	5,322	2,209,205	See above			Martin Joyce
Year		CP07-P11bP	CP07-P12bP	CP07-P13bP	CP07-P14bP	CP07-P15bP																								
2015/14		1,970,457	778,953	384,649	6,506	134,553																								
2014/15		2,378,160	792,638	444,492	17,242	2,994																								
2015/16		2,209,205	609,485	343,314	18,394	5,322																								
Gas Cost (£) – Annual	609,485				Martin Joyce																									
Oil Cost (£) – Annual	343,314				Martin Joyce																									
LPG Cost (£) – Annual	18,394				Martin Joyce																									
Biomass Cost (£) – Annual	5,322				Martin Joyce																									
Electricity Consumption (KWh) – Annual	<p>Executive - Utilities Consumption Comparative (KWh) - Annual</p> <table border="1"> <thead> <tr> <th>Year</th> <th>CP07-P11P</th> <th>CP07-P12P</th> <th>CP07-P13P</th> <th>CP07-P14P</th> <th>CP07-P15P</th> </tr> </thead> <tbody> <tr> <td>2015/14</td> <td>18,481,650</td> <td>21,793,351</td> <td>9,031,008</td> <td>4,994,828</td> <td>233,670</td> </tr> <tr> <td>2014/15</td> <td>19,773,310</td> <td>23,889,648</td> <td>9,080,665</td> <td>229,105</td> <td>140</td> </tr> <tr> <td>2015/16</td> <td>18,485,031</td> <td>20,919,831</td> <td>7,379,654</td> <td>275,424</td> <td>38,934</td> </tr> </tbody> </table>	Year	CP07-P11P	CP07-P12P	CP07-P13P	CP07-P14P	CP07-P15P	2015/14	18,481,650	21,793,351	9,031,008	4,994,828	233,670	2014/15	19,773,310	23,889,648	9,080,665	229,105	140	2015/16	18,485,031	20,919,831	7,379,654	275,424	38,934	18,485,065	See above			Martin Joyce
Year		CP07-P11P	CP07-P12P	CP07-P13P	CP07-P14P	CP07-P15P																								
2015/14		18,481,650	21,793,351	9,031,008	4,994,828	233,670																								
2014/15		19,773,310	23,889,648	9,080,665	229,105	140																								
2015/16		18,485,031	20,919,831	7,379,654	275,424	38,934																								
Gas Consumption (KWh) – Annual	20,919,831				Martin Joyce																									
Oil Consumption (KWh) – Annual	7,379,654				Martin Joyce																									
LPG Consumption (KWh) – Annual	275,424				Martin Joyce																									
Biomass Consumption (KWh) – Annual	38,934				Martin Joyce																									

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Electricity Consumption (KWh) – Quarterly	<p>CP07-P001g Electricity Consumption (KWh) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	1,960,128	<p>How are we performing:</p> <p>Electricity consumption in Q1 16/17 compared to the same period the previous year has reduced by around 3%. The cost of electricity for the same period has also reduced, however only by around 3%.</p> <p>The consumption for gas Q1 16/17 compared to the same period the previous year has reduced by around 6% whilst associated costs have reduced by almost 25%, this is reflective of the dramatically reduced cost of gas at the current time.</p>			Martin Joyce
Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001h Electricity Consumption Cost (£) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£224,081	<p>Reviewing Degree Day Data, the period was marginally warmer in comparison to the same period last year which will have had a positive effect on energy consumption.</p> <p>A further factor for the reductions is the transfer to Live Borders of 2 "half hourly" sites from the 26 that make up these figures and were included in this report in 15/16. This will have reduced the energy consumption figures further</p>			Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Gas Consumption (KWh) – Quarterly	<p>CP07-P001i Gas Consumption (KWh) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	2,365,491	<p>but does not account for the total reduction reported here.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>As part of the transformation programme of works The Energy Efficiency Board Programme (EEP) aims to reduce energy consumption and costs by:</p> <ul style="list-style-type: none"> • Ensuring solutions represent best value for money 			Martin Joyce
Gas Consumption Cost (£) – Quarterly	<p>CP07-P001j Gas Consumption Cost (£) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£56,683	<ul style="list-style-type: none"> • Reducing the cost of energy through reduction in use and increase in energy efficiency • generating on-site energy to reduce demand on fossil fuels and take advantage of Feed in Tariff/Renewable heat incentive grants • Reducing SBC Carbon Footprint • Enhancing SBC's reputation as a forward thinking progressive Local Authority • Supporting local suppliers by use of local contractors to undertake works where we can. 			Martin Joyce

Page 102

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																												
Number of Capital Projects where RAG status is "Green" EXEC	<table border="1"> <caption>Executive - Capital Projects</caption> <thead> <tr> <th>Quarter</th> <th>Green (CP07-P49P)</th> <th>Amber (CP07-P50P)</th> <th>Red (CP07-P51P)</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>101</td> <td>18</td> <td>1</td> </tr> <tr> <td>Q1 2015/16</td> <td>101</td> <td>11</td> <td>1</td> </tr> <tr> <td>Q2 2015/16</td> <td>102</td> <td>14</td> <td>2</td> </tr> <tr> <td>Q3 2015/16</td> <td>107</td> <td>13</td> <td>2</td> </tr> <tr> <td>Q4 2015/16</td> <td>108</td> <td>16</td> <td>1</td> </tr> <tr> <td>Q1 2016/17</td> <td>99</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Quarter	Green (CP07-P49P)	Amber (CP07-P50P)	Red (CP07-P51P)	Q4 2014/15	101	18	1	Q1 2015/16	101	11	1	Q2 2015/16	102	14	2	Q3 2015/16	107	13	2	Q4 2015/16	108	16	1	Q1 2016/17	99	1	1	99	Of the 101 major projects currently being managed by SBC, 99 are on track in terms of overall project performance (As well as monitoring the financial position of each capital project, an overall project tracker is reviewed monthly to ensure all factors are taking into consideration, not just the financial position, when assessing project status of red, amber or green). The total number of projects being managed by SBC has reduced to 101 as of end June 2016, from 125 at the end March 2016 as many projects are now complete. Due to the award of the contract for IT to CGI in March 2016), the number of projects reported under the "IT infrastructure" category has also contributed to this reduction.	n/a		Paul Frankland; Steven Renwick
Quarter		Green (CP07-P49P)	Amber (CP07-P50P)	Red (CP07-P51P)																														
Q4 2014/15		101	18	1																														
Q1 2015/16	101	11	1																															
Q2 2015/16	102	14	2																															
Q3 2015/16	107	13	2																															
Q4 2015/16	108	16	1																															
Q1 2016/17	99	1	1																															
Number of Capital Projects where RAG status is "Amber" EXEC	1	Many of the projects categorised as "amber" (i.e. just off track) at the end of 2015/16 are now green. The only project categorised as amber is Borders Railway station works and officers are working to ensure that this moves to the green category as soon as possible			Paul Frankland; Steven Renwick																													
Number of Capital Projects where RAG status is "Red" EXEC	1	Peebles 3G synthetic pitch is still categorised as "red". Councillors are engaging with the community further before this work progresses.			Paul Frankland; Steven Renwick																													

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By														
Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included EXEC	<p>CP07-P55P Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</p> <table border="1"> <caption>CP07-P55P Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>5</td> </tr> <tr> <td>Q1 2015/16</td> <td>5</td> </tr> <tr> <td>Q2 2015/16</td> <td>5</td> </tr> <tr> <td>Q3 2015/16</td> <td>5</td> </tr> <tr> <td>Q4 2015/16</td> <td>5</td> </tr> <tr> <td>Q1 2016/17</td> <td>4</td> </tr> </tbody> </table>	Quarter	Value	Q4 2014/15	5	Q1 2015/16	5	Q2 2015/16	5	Q3 2015/16	5	Q4 2015/16	5	Q1 2016/17	4	4	<p>How are we performing The number of contracts awarded containing community benefit clauses (CBC) continues to be encouraging. The following are examples of new projects awarded during Q4 and Q1, all containing added value through CBCs;</p> <ul style="list-style-type: none"> •3G Pitch Hawick •Tyre Management Services •Sheriff Officer Services •Langlee Primary School •Mental Health Services •Wilton Lodge Park •Water Sampling •Food Laboratory Services <p>Actions we are taking to improve/maintain performance: Each contract opportunity is fully considered for added value. It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short term basis.</p>	n/a		Kathryn Dickson; Shona Smith
Quarter	Value																			
Q4 2014/15	5																			
Q1 2015/16	5																			
Q2 2015/16	5																			
Q3 2015/16	5																			
Q4 2015/16	5																			
Q1 2016/17	4																			
Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC) EXEC	<p>CP07-P59P Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p> <table border="1"> <caption>CP07-P59P Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>19</td> </tr> <tr> <td>Q1 2015/16</td> <td>9</td> </tr> <tr> <td>Q2 2015/16</td> <td>5</td> </tr> <tr> <td>Q3 2015/16</td> <td>3</td> </tr> <tr> <td>Q4 2015/16</td> <td>8</td> </tr> <tr> <td>Q1 2016/17</td> <td>12</td> </tr> </tbody> </table>	Quarter	Value	Q4 2014/15	19	Q1 2015/16	9	Q2 2015/16	5	Q3 2015/16	3	Q4 2015/16	8	Q1 2016/17	12	12	<p>How are we performing: The total number of individual employment and skills opportunities created through this policy since its inception has now exceeded 50. This is very positive and measurable recognition of the local economic value of the Councils contract opportunities particularly in the construction sector.</p> <p>Recently, and in partnership with Jobcentre Plus and local employability providers, a Construction Skills Academy has been supported by the provision of work experience through contract opportunities. In a number of cases these opportunities have led to full time permanent</p>	n/a		Kathryn Dickson; Shona Smith
Quarter	Value																			
Q4 2014/15	19																			
Q1 2015/16	9																			
Q2 2015/16	5																			
Q3 2015/16	3																			
Q4 2015/16	8																			
Q1 2016/17	12																			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
			<p>jobs.</p> <p>Another key area of benefit from the policy is the delivery of Education Support Activities – these can vary from Health and Safety talks to support with the STEM programme (Science, Technology, Engineering and Maths) in Primary schools and, for secondary schools, a construction based skills building program. To date, over 1300 pupils having benefited from learning opportunities provided through Council contract opportunities.</p> <p>Actions we are taking to improve/maintain performance: Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.</p>			

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

April 2016 - June 2016:

CUSTOMER INTERACTIONS 46,042 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q1 2016/17 SBC Q1 15/16 44,873	FREEDOM OF INFORMATION REQUESTS (FOI) 250 requests for information under the Freedom of Information Act were received in Q1 2016/17 SBC Q1 15/16 285	COMPLAINTS 175 customer complaints were handled by SBC in Q1 2016/17 SBC Q1 15/16 137	SOCIAL WORK SERVICE COMPLAINTS 29 complaints received regarding the Social Work service in Q1 2016/17 SB Q1 15/16 13
---	--	---	--

Learning from Complaints School Transport (Schools)

A customer complained about the school transport route allocated for her daughter. Pick-up /drop off points were on a busy main road, especially hazardous in the darker winter months. The route was reviewed and an alternative found, with drop off/pick up points further away, but not on a main road. An apology was made to the customer that this had not been previously considered, and alternatives will now be offered, when possible and practical, where pick up/drop off points are on main roads.

Page 106


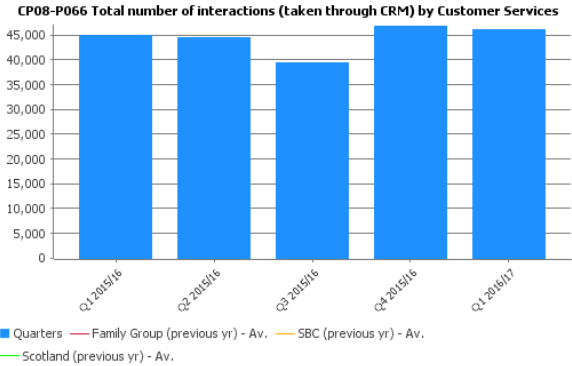


- ICT
- customer focus
- online services
- partnership
- ICT
- customer focus
- online services
- partnership

Our performance during Q1 2016/17



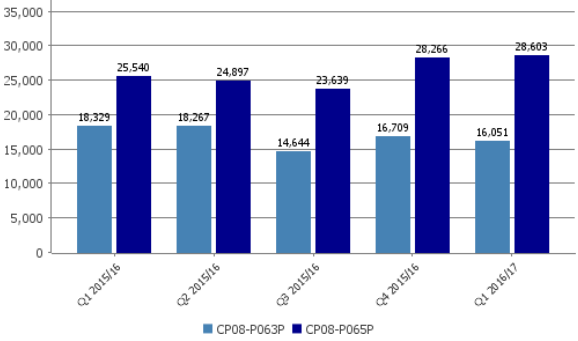


CUSTOMER INTERACTIONS 16,051 face to face interactions were logged by our Contact Centres during Q1 2016/17 (down from 16,709 in Q1 15/16)	FREEDOM OF INFORMATION 91% of FOI requests were completed on time in Q1 2016/17 (up from 90% in Q1 15/16)	COMPLAINTS Our average response times for complaints for Q1 2016/17 were as follows: Stage 1 complaints 3.6 days (down from 4.1 in Q1 15/16) Stage 2 complaints 15.7 days (down from 18.1 in Q1 15/16) Escalated complaints 11 days (down from 15.5% in Q1 15/16)	In 2015/16 we closed: 86.2% of complaints at stage 1 within 5 working days (down from 85.3% in Q1 15/16) 89.3% of complaints at stage 2 within 20 working days (up from 82.6% in Q1 15/16) 50% of escalated complaints within 20 working days (down 100 in Q1 15/16)
--	--	--	--



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Total number of interactions (taken through CRM) by Customer Services 		46,042	<p>How we are performing: There has been an increase in the number of interactions for Quarter 1 by 630 compared to Quarter 4 2015/16 and an increase of 1169 compared to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We actively promote the website and the Customer Services 0300 100 1800 line and are continually working to increase the number of services delivered digitally and to encourage self service.</p>			Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																		
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63) EXEC		16,051	<p>Observations: There has been an decrease of 658 in the number of Face-to Face interactions taken through CRM over the previous quarter.</p> <p>In comparison to quarter 1 of 2014/15 there has been a reduction 2278 Face-to-Face interactions.</p> <p>Work is on going to move our services on-line.</p>			Les Grant																		
Voice interactions (taken through CRM) by Customer Services (CP08-P65) EXEC	<p style="text-align: center; font-size: small;">Exec - Customer Services Interactions logged on CRM</p>  <table border="1" style="display: none;"> <caption>Exec - Customer Services Interactions logged on CRM</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>18,329</td> <td>25,540</td> </tr> <tr> <td>Q2 2015/16</td> <td>18,267</td> <td>24,897</td> </tr> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q1 2015/16	18,329	25,540	Q2 2015/16	18,267	24,897	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	28,603	<p>How are we performing: The number of voice interactions in Quarter 1 has increased by 337 over the number taken in Quarter 4 2015/16. This can in part be attributed to the introduction of the Long Term Empty Property Levy, the flooding and the Flood Grant Scheme.</p> <p>Actions we are taking to improve/maintain performance: We actively use media campaigns to promote our services and the Customer Services 0300 100 1800 line.</p> <p>We continue to promote the Customer Relationship Management (CRM) system corporately.</p> <p>Work on training new starts and existing staff is ongoing.</p> <p>We are also working to channel shift customers to on-line self service options.</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q1 2015/16	18,329	25,540																						
Q2 2015/16	18,267	24,897																						
Q3 2015/16	14,644	23,639																						
Q4 2015/16	16,709	28,266																						
Q1 2016/17	16,051	28,603																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Social Work Statutory Complaints Received EXEC	<p>CP08-P030 Number of Social Work Statutory Complaints Received</p> <table border="1"> <caption>CP08-P030 Number of Social Work Statutory Complaints Received</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>13</td> </tr> <tr> <td>Q2 2015/16</td> <td>27</td> </tr> <tr> <td>Q3 2015/16</td> <td>11</td> </tr> <tr> <td>Q4 2015/16</td> <td>20</td> </tr> <tr> <td>Q1 2016/17</td> <td>29</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	13	Q2 2015/16	27	Q3 2015/16	11	Q4 2015/16	20	Q1 2016/17	29	29	<p>Observations: Social Work complaints remain high in comparison to previous quarters with a number of complaints around charging queries.</p> <p>It is also recognised that residents (including relatives of service users) in receipt of social services are more aware of their rights and will make a complaint if they are unhappy with the service they are receiving.</p>			Sylvia Mendham
Quarter	Value																	
Q1 2015/16	13																	
Q2 2015/16	27																	
Q3 2015/16	11																	
Q4 2015/16	20																	
Q1 2016/17	29																	
Number of Complaints Closed - All (excl. invalid & statutory Social Work) EXEC	<p>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</p> <table border="1"> <caption>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>135</td> </tr> <tr> <td>Q2 2015/16</td> <td>170</td> </tr> <tr> <td>Q3 2015/16</td> <td>120</td> </tr> <tr> <td>Q4 2015/16</td> <td>145</td> </tr> <tr> <td>Q1 2016/17</td> <td>175</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	135	Q2 2015/16	170	Q3 2015/16	120	Q4 2015/16	145	Q1 2016/17	175	175	<p>Observations: There were 175 complaints received this quarter (between 50-60 per month), 30 more than Q4 15/16, and 38 more than the same time last year. The majority of these (42%) were classified as 'Failure to Deliver Service', followed by 'Other' at 26% and 'Employee Attitude' at 15%.</p> <p>BC takes all complaints seriously, endeavours to respond to customers timeously and appropriate makes necessary changes to services where required.</p>			Les Grant; Portal Manager
Quarter	Value																	
Q1 2015/16	135																	
Q2 2015/16	170																	
Q3 2015/16	120																	
Q4 2015/16	145																	
Q1 2016/17	175																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p> <p>EXEC</p>	<p>SPSO-04a Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p> <table border="1"> <caption>SPSO-04a Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>4.1</td> </tr> <tr> <td>Q2 2015/16</td> <td>3.9</td> </tr> <tr> <td>Q3 2015/16</td> <td>3.7</td> </tr> <tr> <td>Q4 2015/16</td> <td>4.1</td> </tr> <tr> <td>Q1 2016/17</td> <td>3.6</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Average Time (Days)	Q1 2015/16	4.1	Q2 2015/16	3.9	Q3 2015/16	3.7	Q4 2015/16	4.1	Q1 2016/17	3.6	3.6	<p>How are we performing: There has been a decrease in the average number of days taken to respond to complaints at stage one for the same quarter last year. Average time in working days to respond to complaints at stage one per department: Chief Executive - 3.5 days People - 4.7 days Place - 3.6 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (Days)																	
Q1 2015/16	4.1																	
Q2 2015/16	3.9																	
Q3 2015/16	3.7																	
Q4 2015/16	4.1																	
Q1 2016/17	3.6																	
<p>Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p> <p>EXEC</p>	<p>SPSO-04b Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p> <table border="1"> <caption>SPSO-04b Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>17.5</td> </tr> <tr> <td>Q2 2015/16</td> <td>17.5</td> </tr> <tr> <td>Q3 2015/16</td> <td>15.0</td> </tr> <tr> <td>Q4 2015/16</td> <td>17.0</td> </tr> <tr> <td>Q1 2016/17</td> <td>15.7</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Average Time (Days)	Q1 2015/16	17.5	Q2 2015/16	17.5	Q3 2015/16	15.0	Q4 2015/16	17.0	Q1 2016/17	15.7	15.7	<p>How are we performing: Q1 2016/17 There has been a decrease in the average number of days taken to respond to complaints at stage two for the same quarter last year. Average time in working days to respond to complaints at stage two per department: Chief Executive - 21.5 days People - 18.1 days Place - 14.2 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (Days)																	
Q1 2015/16	17.5																	
Q2 2015/16	17.5																	
Q3 2015/16	15.0																	
Q4 2015/16	17.0																	
Q1 2016/17	15.7																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
<p>Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p> <p>EXEC</p>	<p>SPSO-04c Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p>	11	<p>How we are performing: There were 2 stage two complaints that were escalated, both within Place.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
<p>Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p> <p>EXEC</p>	<p>SPSO-05a Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p>	86.2%	<p>How are we performing: There has been a slight increase of 0.9% in comparison to the same quarter last year, however overall the figure has remained fairly consistent.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p> <p>EXEC</p>	<p>SPSO-05b Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p> <table border="1"> <caption>SPSO-05b Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>82.6</td> </tr> <tr> <td>Q2 2015/16</td> <td>65.0</td> </tr> <tr> <td>Q3 2015/16</td> <td>77.0</td> </tr> <tr> <td>Q4 2015/16</td> <td>79.3</td> </tr> <tr> <td>Q1 2016/17</td> <td>86.0</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Performance (%)	Q1 2015/16	82.6	Q2 2015/16	65.0	Q3 2015/16	77.0	Q4 2015/16	79.3	Q1 2016/17	86.0	89.3%	<p>How are we performing: There has been an increase of 6.7% in comparison to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Performance (%)																	
Q1 2015/16	82.6																	
Q2 2015/16	65.0																	
Q3 2015/16	77.0																	
Q4 2015/16	79.3																	
Q1 2016/17	86.0																	
<p>Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p> <p>EXEC</p>	<p>SPSO-05c Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p> <table border="1"> <caption>SPSO-05c Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>100.0</td> </tr> <tr> <td>Q2 2015/16</td> <td>100.0</td> </tr> <tr> <td>Q3 2015/16</td> <td>65.0</td> </tr> <tr> <td>Q4 2015/16</td> <td>85.0</td> </tr> <tr> <td>Q1 2016/17</td> <td>50.0</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Performance (%)	Q1 2015/16	100.0	Q2 2015/16	100.0	Q3 2015/16	65.0	Q4 2015/16	85.0	Q1 2016/17	50.0	50%	<p>How are we performing: There were 2 complaints within stage two that were escalated, both were within Place.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Performance (%)																	
Q1 2015/16	100.0																	
Q2 2015/16	100.0																	
Q3 2015/16	65.0																	
Q4 2015/16	85.0																	
Q1 2016/17	50.0																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, August 2016 (Q1 2016/17)

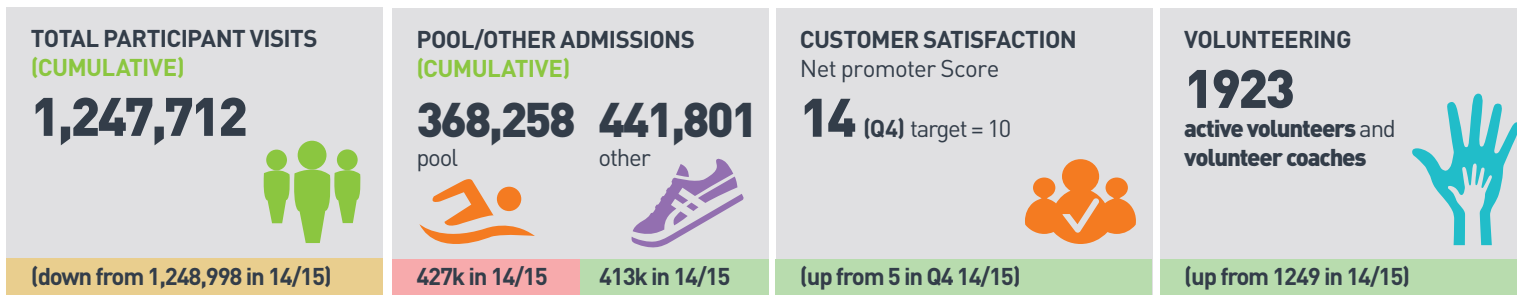
Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
FOI Requests Received EXEC	<p>CP08-P053 FOI Requests Received</p> <table border="1"> <caption>CP08-P053 FOI Requests Received</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>280</td> </tr> <tr> <td>Q2 2015/16</td> <td>275</td> </tr> <tr> <td>Q3 2015/16</td> <td>255</td> </tr> <tr> <td>Q4 2015/16</td> <td>320</td> </tr> <tr> <td>Q1 2016/17</td> <td>250</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	280	Q2 2015/16	275	Q3 2015/16	255	Q4 2015/16	320	Q1 2016/17	250	250	<p>Observations The number of FOIs received this quarter is the lowest in over a year. The % now being dealt with on time has improved since the end of the last financial year.</p> <p>Actions we are taking to improve/maintain performance: The Information Team continues to work closely with services to ensure timely returns of information relating to FOIs.</p>			Nuala McKinlay
Quarter	Value																	
Q1 2015/16	280																	
Q2 2015/16	275																	
Q3 2015/16	255																	
Q4 2015/16	320																	
Q1 2016/17	250																	
% of FOI Requests Completed on Time EXEC	<p>CP08-P054 % of FOI Requests Completed on Time</p> <table border="1"> <caption>CP08-P054 % of FOI Requests Completed on Time</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>88%</td> </tr> <tr> <td>Q2 2015/16</td> <td>87%</td> </tr> <tr> <td>Q3 2015/16</td> <td>88%</td> </tr> <tr> <td>Q4 2015/16</td> <td>85%</td> </tr> <tr> <td>Q1 2016/17</td> <td>91%</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	88%	Q2 2015/16	87%	Q3 2015/16	88%	Q4 2015/16	85%	Q1 2016/17	91%	91%				Nuala McKinlay
Quarter	Value																	
Q1 2015/16	88%																	
Q2 2015/16	87%																	
Q3 2015/16	88%																	
Q4 2015/16	85%																	
Q1 2016/17	91%																	

This page is intentionally left blank

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE THEY DOING?

April 2015 - March 2016:



Community Sports Hubs

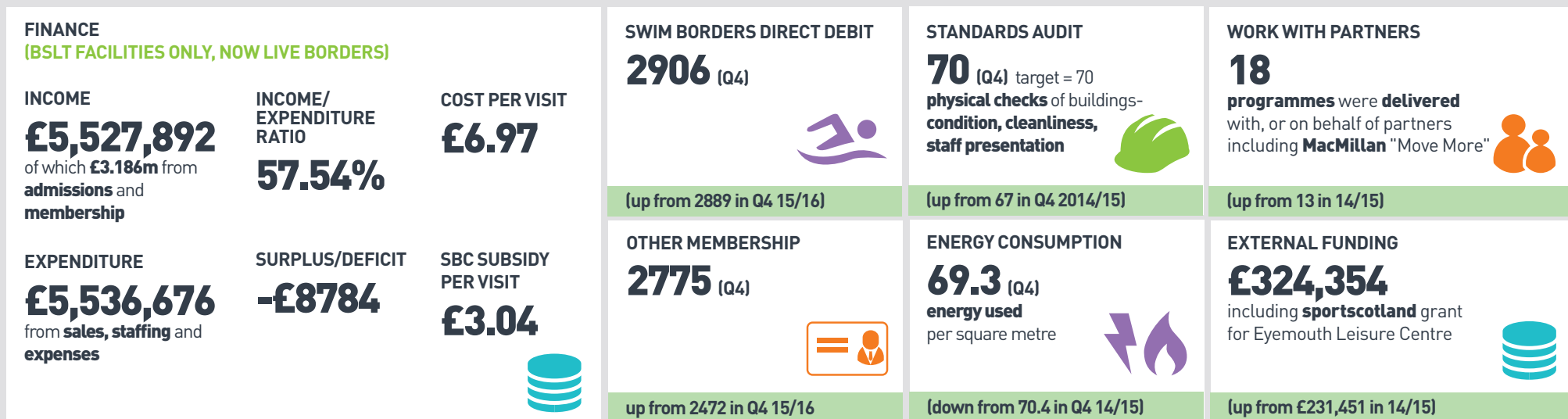
are where clubs and local organisations work together, share information, resources and expertise.

David Moffat,
Tweedbank Thistle Football Club:

"Attending the Tweedbank Hub has been great for our club as well as me personally. Meetings are friendly, and are useful to listen to and share good practice with other clubs, and find out how to go about getting funding. Having Mark, the Club Development officer from Live Borders there is a huge benefit"

culture • sport • arts • volunteering • exercise • culture • sport • arts • volunteering •

Our performance during 2015/2016

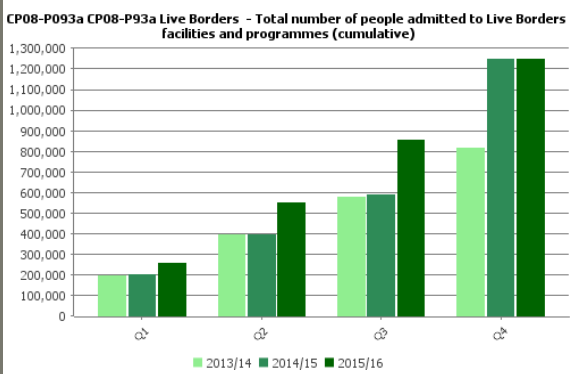


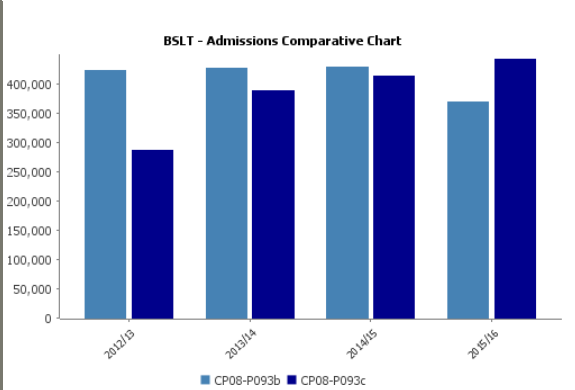




APPENDIX 2: Live Borders Performance Measures, Q4 2015/16

(note: performance is for Borders Sport and Leisure Trust (BSLT) only, up to end March 2016)

KEY	 positive trend	 negative trend	 on target	 just off target	 off target	 data only
------------	--	--	---	---	--	---

Quarterly Performance Measures

Short Name	Trend Chart	Q4 2015/16		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P93a Live Borders - Total number of people admitted to Live Borders facilities and programmes (cumulative)	 <p>CP08-P93a CP08-P93a Live Borders - Total number of people admitted to Live Borders facilities and programmes (cumulative)</p>	1,247,712	1,248,998	<p>How are they performing? Participant numbers have dipped slightly as a result of facility closures (see below). In addition, "pay as you go" classes have been a challenge and did not meet expected targets. Health development programmes were adversely affected by staff vacancy, however, with an officer now in post good progress is being made.</p> <p>Actions being taken to improve/maintain performance: There is a continued focus on delivering the Trust's 2015- 2019 sports strategy to increase participation. This will include the launch of new membership package in September 2016</p>			Rob Dickson
CP08-P93b Live Borders - Admissions - Pool (cumulative) CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)	 <p>BSLT - Admissions Comparative Chart</p>	368,258	441,801	<p>How are they performing?</p> <ul style="list-style-type: none"> Pool admissions are down from last year as a result of the closure of Eyemouth Leisure Centre for refurbishment and Peebles swimming pool following flooding Other admissions are up when compared to the same time last year. This is due in part to increases in recreational sport activities amongst 5-16 year olds and over 65s <p>Actions being taken to improve/maintain performance: Both pools are now open, with planned closure at Selkirk from May 2016. Continue to drive innovation and maximise space. Selkirk 2G opened in August 2015.</p>			Rob Dickson

Short Name	Trend Chart	Q4 2015/16		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P94e Live Borders - Cost/Visit	<p>CP08-P094e CP08-P94e Live Borders - Cost/Visit</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£6.97		<p>How are they performing? The cost per visit is now higher than it was during quarter 4 last year, but has come down slightly since Q3 this year. Comparison to Q3 reflects the opening of Eyemouth pool. Q4 includes partial closure at Eyemouth and Peebles, against a strong Q4 in 2014/15.</p> <p>Actions being taken to improve/maintain performance: Pools will be actively promoted following the closures and should bring the cost per visit down.</p>			Rob Dickson
CP08-P95b Live Borders - Current Swim Borders Direct Debits (quarters)	<p>CP08-P095b CP08-P95b Live Borders - Current Swim Borders Direct Debits (quarters)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	2,906		<p>How a they performing? The increase in total membership is mainly attributable to "other" active membership (as opposed to Swim Borders). There has been strong performance following a membership review and a staff focus, resulting in positive Q4 membership numbers.</p>			Rob Dickson
CP08-P95c Live Borders - Current Membership (Other) (quarters)	<p>CP08-P095c CP08-P95c Live Borders - Current Membership (Other) (quarters)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	2,775		<p>Actions being taken to improve/maintain performance: In relation to Swim Borders, additional classes and a new teaching team should help increase this during 2016/17.</p> <p>Following review, a new membership package will be launched in September 2016. Opportunities presented by the new integrated Trust will be explored e.g. cross-marketing</p>			Rob Dickson

Short Name	Trend Chart	Q4 2015/16		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P96 Live Borders - Customer Satisfaction	<p>CP08-P096 CP08-P96 Live Borders - Customer Satisfaction</p>	14	10	<p>How are they performing? Work continues to develop the process to ensure that this measure, using the robust Net Promoter Score (NPS) measure. However, performance over target in year 1 is positive.</p> <p>Actions being taken to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 sports strategy to increase participation and impact positively on customer satisfaction across all facilities and programmes. Opportunities presented by the new integrated Trust will be explored.</p>			Rob Dickson
CP08-P97 Live Borders - Standards Audit	<p>CP08-P097 CP08-P97 Live Borders - Standards Audit</p>	70	70	<p>How are they performing? A positive increase in standards has been achieved across sites. A change in approach to use a team of auditors has led to a number of inconsistencies and led to a review of the audit team.</p> <p>Actions being taken to improve/maintain performance: A more robust and consistent approach is now being applied for sport in 2016/17. Review of the audit to take place following integration.</p>			Rob Dickson
CP08-P98 Live Borders - Energy Consumption	<p>CP08-P098 CP08-P98 Live Borders - Energy Consumption</p>	69.3	70.77	<p>How are they performing? Following a few challenges with energy monitoring in the early part of the year, positive management has resulted in a small reduction achieved overall since Q4 last year.</p> <p>Actions being taken to improve/maintain performance: The use of the Trust's current energy management system has been extended. Work will now be undertaken with SBC Estates on properties relating to the delivery of Cultural Services</p>			Rob Dickson

Annual Performance Measures

Short Name	Trend Chart	2015/16		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P94a Live Borders - Income (from admissions & membership only)	<p>CP08-P094a CP08-P94a Live Borders - Income (from admissions & membership only)</p> <p>£3,000,000.00 £2,500,000.00 £2,000,000.00 £1,500,000.00 £1,000,000.00 £500,000.00 £0.00</p> <p>2011/12 2012/13 2013/14 2014/15 2015/16</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	£3,185,574.00		<p>How are they performing? Income from admissions and membership has increased since last year, and has been increasing year on year.</p> <p>Actions being taken to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 sports strategy to increase participation. The review of the membership package has been completed and will be launched in September. A review of class provision has also been undertaken.</p>			Rob Dickson
CP08-P94b Live Borders - Expenditure (from sales, staffing and expenses only)	<p>CP08-P094b CP08-P94b Live Borders - Expenditure (from sales, staffing and expenses only)</p> <p>£5,500,000.00 £5,000,000.00 £4,500,000.00 £4,000,000.00 £3,500,000.00 £3,000,000.00 £2,500,000.00 £2,000,000.00 £1,500,000.00 £1,000,000.00 £500,000.00 £0.00</p> <p>2011/12 2012/13 2013/14 2014/15 2015/16</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	£5,536,676.00		<p>How are they performing? However, as income from admissions and membership has risen, expenditure has also risen over the last few years. 2015/16 had exceptional expenditure relating to the flooding at Peebles pool and one off integration costs.</p> <p>Actions being taken to improve/maintain performance: Following a number of one off costs in 2015/16 and the integration of sport and culture, costs will be managed in line with budgets.</p>			Rob Dickson

<p>CP08-P94d Live Borders - Income/Expenditure Ratio (Admission & Membership income / sales, staffing and Expenses)</p>	<p>CP08-P094d CP08-P94d Live Borders - Income/Expenditure Ratio</p> <table border="1"> <caption>Income/Expenditure Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>~55%</td> </tr> <tr> <td>2012/13</td> <td>~55%</td> </tr> <tr> <td>2013/14</td> <td>~55%</td> </tr> <tr> <td>2014/15</td> <td>~55%</td> </tr> <tr> <td>2015/16</td> <td>57.5%</td> </tr> </tbody> </table> <p>57.5%</p>	Year	Ratio (%)	2011/12	~55%	2012/13	~55%	2013/14	~55%	2014/15	~55%	2015/16	57.5%			<p>How are they performing? The 2015/16 figures include Active Communities service and the new facility at Selkirk 2G. With the closure of Eyemouth and Peebles for a number of weeks, performance has reduced and the ratio has come down</p> <p>Actions being taken to improve/maintain performance: The ratio will change for the Trust with the integration of culture and sport, with culture having a lower income to expenditure profile.</p>			<p>Rob Dickson</p>
Year	Ratio (%)																		
2011/12	~55%																		
2012/13	~55%																		
2013/14	~55%																		
2014/15	~55%																		
2015/16	57.5%																		
<p>CP08-P94c Live Borders - Surplus/Deficit Page 120</p>	<p>CP08-P094c CP08-P94c Live Borders - Surplus/Deficit</p> <table border="1"> <caption>Surplus/Deficit Data</caption> <thead> <tr> <th>Year</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>~£0</td> </tr> <tr> <td>2012/13</td> <td>~£-5,000</td> </tr> <tr> <td>2013/14</td> <td>~£-5,000</td> </tr> <tr> <td>2014/15</td> <td>~£60,000</td> </tr> <tr> <td>2015/16</td> <td>£8,784.00</td> </tr> </tbody> </table> <p>- £8,784.00</p>	Year	Value (£)	2011/12	~£0	2012/13	~£-5,000	2013/14	~£-5,000	2014/15	~£60,000	2015/16	£8,784.00			<p>How are they performing? A challenging year with the refurbishment at Eyemouth pool affecting income.</p> <p>Actions being taken to improve/maintain performance: A planned closure for redevelopment at Selkirk pool has been budgeted for with plans for the opening in September 2016.</p>			<p>Rob Dickson</p>
Year	Value (£)																		
2011/12	~£0																		
2012/13	~£-5,000																		
2013/14	~£-5,000																		
2014/15	~£60,000																		
2015/16	£8,784.00																		
<p>CP08-P94f Live Borders - Subsidy/Visit</p>	<p>CP08-P094f CP08-P94f Live Borders - Subsidy/Visit</p> <table border="1"> <caption>Subsidy/Visit Data</caption> <thead> <tr> <th>Year</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>~£2.2</td> </tr> <tr> <td>2012/13</td> <td>~£2.0</td> </tr> <tr> <td>2013/14</td> <td>~£1.8</td> </tr> <tr> <td>2014/15</td> <td>~£1.8</td> </tr> <tr> <td>2015/16</td> <td>£3.04</td> </tr> </tbody> </table> <p>£3.04</p>	Year	Value (£)	2011/12	~£2.2	2012/13	~£2.0	2013/14	~£1.8	2014/15	~£1.8	2015/16	£3.04			<p>How are they performing? This has risen sharply in 2015/16, for many of the reasons outlined above.</p> <p>Actions being taken to improve/maintain performance: As above, costs will be managed and income targets have been set.</p>			<p>Rob Dickson</p>
Year	Value (£)																		
2011/12	~£2.2																		
2012/13	~£2.0																		
2013/14	~£1.8																		
2014/15	~£1.8																		
2015/16	£3.04																		

<p>CP08-P156 Number of Live Borders Active Volunteers</p>	<p>CP08-P156 CP08-P156 Number of Live Borders Active Volunteers</p> <p>1,750 1,500 1,250 1,000 750 500 250 0</p> <p>2011/12 2012/13 2013/14 2014/15 2015/16</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	<p>1,923</p>	<p>1,261</p>	<p>How are they performing? The Active Communities Team continues to enhance and upskill volunteers and coaches with the positive increase in numbers reflecting the amount of people achieving qualifications through courses and workshops delivered over the year.</p> <p>Actions being taken to improve/maintain performance: Ongoing programmes engaging with volunteers continue with positive volunteer engagement in cultural services.</p>			<p>Rob Dickson</p>
<p>External funding</p> <p>Page 121</p>	<p>2014/15 = £231,451 2015/16 = £324,354</p>			<p>2015/16 funding included a SportsScotland grant for Eyemouth Leisure Centre to refurbishment the changing village and poolside.</p> <p>The 2015/16 target also included the plan to complete the Selkirk Leisure Centre refurbishment which attracted SportsScotland grant; however this has been delayed until 2016/17 and this funding will be reported as part of 2016/17 funding</p>			<p>Rob Dickson</p>
<p>Programmes delivered with, or on behalf of, partners</p>	<p>2014/15 = 13 2015/16 = 18</p>			<p>We were successful in obtaining 3-year funding for the MacMillan "Move More" programme and three new programmes have been supported by SFA.</p>			<p>Rob Dickson</p>

This page is intentionally left blank

MONITORING OF THE GENERAL FUND REVENUE BUDGET 2016/17

Report by the Chief Financial Officer

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 June 2016 and explanations of the major variances between projected outturn expenditure/income and the current approved budget.**
- 1.2 The revenue monitoring position set out in this report is based on actual income and expenditure to 30 June 2016. The Council overall is projecting a balanced position with identified pressures currently being managed within departmental budgets. This balanced position assumes that remaining pressures of £0.716m relating to IT transformation will be funded in year from within existing budgets and plans for savings are being identified.
- 1.3 At 30 June 2016 58% of savings have been delivered, (£6.487m planned efficiency savings have been delivered as per the Financial Plan with £0.108m achieved by alternative, permanent measures and £0.527m delivered temporarily). The remaining 42% (£5.238m) is profiled to be achieved during the remainder of 2016/17. These savings are detailed in Appendix 3 to this report. Emphasis during 2016/17 needs to be placed on delivering the savings permanently as required by the Financial Plan. This is particularly the case as the scale of savings required during 2016/17 at £12.36m is significantly greater than the level of savings required in previous financial years. Failure to manage the pressures noted within existing budgets is a key financial risk to the Council in the current year.
- 1.4 Full details of pressures, risks and challenges are reported alongside the significant majority of areas of the Council's operation where approved budget plans remain on track are detailed in Appendix 1 to this report.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**
- (a) notes the corporate monitoring position projected at 30 June 2016, the underlying cost drivers and the identified areas of financial risk as reflected in Appendix 1;**

- (b) approves the virements attached as Appendix 2;**
- (c) notes the progress made in achieving Financial Plan savings in Appendix 3 and the ongoing action to ensure delivery of 2016/17 Financial Plan savings on a permanent basis; and**
- (d) notes that all management teams are focused on delivering measures to ensure a balanced outturn position is delivered in 2016/17 including delivery of £0.716m of savings to fund IT transformation via the CGI contract.**

3 PROJECTED OUTTURN

3.1 The summary included in Appendix 1 is projecting a balanced position at 30 June 2016. The revenue monitoring position set out in this report is based on actual income and expenditure to 30 June 2016. The Council overall is projecting a balanced position with forecast pressures being managed within departmental budgets.

3.2 Appendix 2 sets out the progress made by the end of Month 3 to deliver the savings approved in the Financial Plan in February 2016 plus a small number of prior year savings achieved by temporary means. 58% (£7.122m) of the savings have already been delivered within the current year. Of this total £6.487m planned efficiency savings have been delivered as per the Financial Plan with £0.108m achieved by alternative, permanent measures and £0.527m delivered temporarily. The remaining 42% (£5.238m) is profiled to be delivered over the remainder of the year.

3.3 Chief Executive's

The Chief Executive's department is currently projecting a balanced position. An area of significant pressure is a continuation of the delay in the SWAN project. Members will recall this resulted in a year-end pressure in 2015/16 and this issue continues to pose a risk to the 2016/17 revenue budget pending resolution of the contractual dispute. This issue, if not resolved, could result in projected pressures of around £0.400m in 2016/17. The Council is currently working through the legal aspects of the contract with Dumfries and Galloway Council to determine the most appropriate course of action.

3.4 People

The Children & Young People's Service has savings to deliver in 2016/17 of £3.685m. The service has already delivered 80% of this saving as planned. Where required, alternative savings have been identified to facilitate full delivery of the Financial Plan savings enabling the service to project a balanced year-end position. The commencement of the new academic year will allow teacher and support staff numbers to be confirmed once the September 2016 census results are known with certainty. Maintaining teacher numbers at 2015 levels is a priority for the service.

3.5 Since the last monitoring round, Adult Services have successfully secured £2.048m of funding from the Social Care Fund, £0.813m of which is to cover the 2016/17 impact of the Living Wage from October 2016. A further paper is being developed to draw down further resources of £1.427m from the Social Care Fund to cover identified contract increases and other service pressures. Assuming there is approval for this at the Integration Joint Board (IJB) on 15 August, Adult Services is projecting a breakeven outturn position. Should approval not be gained through the IJB this would result in significant pressures of £1.427m requiring alternative mitigating action to be taken in conjunction with NHS Borders under the Health & Social Care partnership.

3.6 Place

The Place department is currently projecting a balanced position. Challenging Financial Plan savings are planned to be delivered and identified pressures are being addressed within existing departmental budgets. To date £1.550m has been delivered with a further £1.340m

profiled to be delivered in the remainder of the financial year. The department is managing a range of pressures within SBC contracts where reduced gross margin on Contract Works and Surfacing has resulted in a pressure. Neighbourhood Operational pressures continue to be managed within the wider Neighbourhood Services budgets.

3.7 **Other/Funding**

Within Other a balanced budget position is forecast.

3.8 **ICT**

As part of the May monitoring report, presented to the Corporate Management Team, all departments were asked to put forward proposals to provide budget to support the £2m corporate pressure within IT transformation following approval to sign the CGI contract. Following the allocation of the 2015/16 underspend of £1.284m to this pressure, a further saving of £0.716m remains to be found from within Council departments. The most recent monitoring has highlighted that there is full commitment from CMT addressing this shortfall, however, firm deliverable proposals have yet to be identified. The Corporate Management Team has instructed all managers to prioritise the delivery of financial plan savings including identification of the remaining £0.716m savings towards IT transformation. The monitoring position reported at month three assumes this pressure will be funded in year.

4 IMPLICATIONS

4.1 **Financial Recommendations**

There are no costs attached to any of the recommendations contained in this report, its content being specifically related to the performance of the revenue budget in 2016/17.

4.2 **Risk and Mitigations**

There is a risk that further cost pressures may emerge as the year progresses which may then impact further on the bottom line, particularly within People and Place departments. Every effort must continue to be made by Service Directors to contain projected spend in the remainder of the year and to consider permanent effects on the Financial Plan.

4.3 It is imperative therefore that all savings identified within the 2016/17 and previous financial plans are delivered permanently to ensure affordability and budget sustainability.

4.4 The risks identified above are being managed and mitigated through:

- (a) monthly reports of actual expenditure and income against approved budgets being made available to budget managers from the Council's Financial Information System;
- (b) review of budget variances and monitoring of management actions to control expenditure by Finance, Service staff and Directors and monthly reporting to CMT;
- (c) engagement with departments and review of monthly management accounts by departmental management teams;

- (d) supporting departmental corporate transformation projects to monitor and deliver the planned corporate transformation savings in the medium-term Financial Plan.

4.5 **Equalities**

It is anticipated there will be no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report.

4.6 **Acting Sustainably**

There are no significant effects on the economy, community or environment.

4.7 **Carbon Management**

No effect on carbon emissions are anticipated from the recommendation of this report.

4.8 **Rural Proofing**

It is anticipated there will be no adverse impact on the rural area from the proposals contained in this report.

4.9 **Changes to Scheme of Administration or Scheme of Delegation**

No changes to either the Scheme of Administration or the Scheme of Delegation are required as a result of this report.

5 **CONSULTATION**

- 5.1 Depute Chief Executives, Service Directors and their relevant staff have been involved in and agreed the compilation of the budgetary control statements appended.
- 5.2 The Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager 01835 824000 X 5881

Background Papers:

Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the Author. Information on other language translations as well as additional copies can also be provided.

Contact us at sdouglas@scotborders.gov.uk

This page is intentionally left blank

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL
SUMMARY

2016/17

AT END OF MONTH: Jun-16



	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	23,009	9,269	31,254	31,646	(392)	392	0	The Chief Executive's department are projecting a balanced position although a SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita of around £400k has been identified, the Council is currently working through the legal aspects of the contract to determine an appropriate course of action.
People	171,144	36,878	167,806	167,669	137	(137)	0	The People department is projecting a balanced outturn position but there is acknowledgment that there are considerable challenges in the next few months to deliver Financial Plan savings either as planned or by alternative means and ensure the services can be delivered within budget. There is a reliance within Adult Services on funding being allocated from the Social Care Fund through the IJB, this will be confirmed on the 15th August.
Place	40,302	12,664	42,359	42,278	81	(81)	0	Place are forecasting a balanced position whilst addressing pressures within the department, mainly within SBC contracts and Neighbourhood Operations. The department is also seeking to identify additional savings to contribute to corporate funding pressures.
Loan Charges	20,485	(9,429)	20,515	20,536	(21)	21	0	
Other	8,263	6,993	9,234	9,240	(6)	6	0	
Total	263,203	56,375	271,168	271,369	(201)	201	0	
Financed by:								
Revenue Support Grant	(174,617)	(42,814)	(174,617)	(174,818)	201	(201)	0	Additional RSG for Discretionary Housing Payments (£201k).
Non-Domestic Rates	(33,594)	(8,398)	(33,594)	(33,594)	0	0	0	
Council Tax	(52,242)	(16,805)	(52,882)	(52,882)	0	0	0	
Reserves:								
Earmarked Balances from 2015/16	(1,788)	0	(9,088)	(9,088)	0	0	0	
Earmarked Balances for future years	0	0	0	0	0	0	0	
Transfers to\from Reserves	(962)	0	(987)	(987)	0	0	0	
	(263,203)	(68,017)	(271,168)	(271,369)	201	(201)	0	

Chief Executive	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	429	153	429	429	0	0	0	
Business Support								
Executive Support	335	69	335	335	0	0	0	
Place Business Support	0	374	1,162	1,362	(200)	200	0	Budget transfer relating to the reallocation of Financial Plan savings to Planning (£200k).
People Business Support	0	819	3,752	3,881	(129)	129	0	Permanent transfer from Chief Executive's of remaining Culture Business Support staff wef 1 April 2016 (£129k).
Public Health								
Gross Expenditure	0	14	138	138	0	0	0	
Income	0	(70)	(70)	(70)	0	0	0	
	0	(56)	68	68	0	0	0	
Strategic Policy	869	25	117	117	0	0	0	
Finance	3,587	837	3,668	3,430	238	(238)	0	Funding towards IT Transformation in 2016/17 (£238k).
Human Resources								
HR	1,494	310	1,332	1,332	0	0	0	
HRSS	734	235	734	734	0	0	0	
Sub-total Human Resources	2,228	545	2,066	2,066	0	0	0	
Corporate Transformation								
Transformation	939	234	928	928	0	0	0	
Information Technology	5,112	2,902	9,035	9,372	(337)	337	0	A SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita (£400k) has been identified. Transfer in of budgets for IT Transformation in 2016/17 (£378k), staff turnover savings to Corporate Transformation for ICT Programme Manager (£40k).
Emergency Planning	181	32	181	173	8	(8)	0	Funding towards IT Transformation 2016/17 (£8k)
Communications	469	141	469	569	(100)	100	0	Budget transfer relating to the reallocation of Financial Plan savings to Corporate Transformation (£100k).
Economic Development	1,584	601	1,704	1,704	0	0	0	
Democratic Services	1,371	306	1,371	1,371	0	0	0	
Integrated Trusts	6,606	2,335	6,670	6,532	138	(138)	0	Permanent transfer of remaining Culture Business Support staff wef 1 April 2016.
Sub-total Corporate Transformation	16,262	6,551	20,358	20,649	(291)	291	0	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2016/17**
CHIEF EXECUTIVE

AT END OF MONTH: Jun-16



Recharge to Non-General Fund	(701)	(48)	(701)	(691)	(10)	10	0
Total - Chief Executive	23,009	9,269	31,254	31,646	(392)	392	0



Key Highlights

A SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita of around £400k has been identified, the Council is currently working through the legal aspects of the contract to determine an appropriate course of action.

Key Challenges

Supporting Corporate Transformation whilst continuing to deliver departmental Financial Plans savings continues to be a challenge for the Chief Executive's department. The position above assumes existing budget will be identified across the Council to support additional posts within HR, the Health & Social Care, Integrated Joint Board Chief Financial Officer (Interim) and other additional Transformational costs which have been approved.

Key Risks

There is risk that unless successful legal action around the SWAN contract is taken the Council will need to fund a £400k pressure which has arisen due to the implementation delay.

People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Children & Young People (CYP)								
Early Years	6,514	1,324	6,482	6,412	70	(70)	0	Budget transferred to Additional Support Needs to cover Pre-School Home Visiting Teachers (£72k). Continuous Professional development (CPD) funding allocation for teachers £2k. New academic year manpower requirements will enable budget requirements to be confirmed by September.
Primary Schools	32,054	8,817	32,056	32,269	(213)	213	0	The commencement of the new academic year will allow teacher numbers and budget availability to be confirmed by September 2016. (£30k) transferred to capital for Philiphaugh Primary School. CPD allocation from Central Schools for 2016/17 £35k. April to July deprivation allocation devolved £371k. Probationer allocation for April to July (£4k). Historic transport pressure met (£124k). Energy Efficiency saving transfer to Place (£34k).
Secondary Schools	40,748	11,644	40,474	40,925	(451)	451	0	The commencement of the new academic year will allow teacher numbers and budget to be confirmed in September 2016. CPD allocation from Central Schools for 2016/17 £31k. April to July deprivation allocation devolved £229k. Probationer allocation for April to July £68k. School of Rugby programme allocation £40k and Developing the Young Workforce allocation £90k. Energy Efficiency saving transfer to Place (£6k).
Central Schools	3,853	680	4,263	3,294	969	(969)	0	(£74k) CPD allocation. (£600k) Deprivation allocation April to August. (£64k) Probationer allocation April to August 2016. (£40k) School of Rugby allocation to schools and (£90k) Young Workforce Development allocation. (£100k) ICT bandwidth contribution to Chief Executives Department. (£1k) training budget transferred to Children & Families.
Transportation	3,352	(2)	3,352	3,627	(275)	275	0	Funding of historic transport pressure £275k.
School Meals	2,133	541	2,133	1,782	351	(351)	0	Surplus in school meals (£351k) vired to support fund transport pressure and to enable the provision of additional External Placements in Children and Families.
Community Learning & Development	997	304	1,096	1,130	(34)	34	0	£34k contribution for Borders Guarantee post from Chief Executive .
Additional Support Needs	0	2,293	10,607	10,686	(79)	79	0	Budget transferred from Early Years to cover Pre-School Home Visiting Teachers £72k. CPD allocation from Central Schools for 2016/17 £7k.
Children & Families (Social Work)	25,865	3,112	14,790	14,991	(201)	201	0	£200k vired from School Meals to enable the provision of additional external placements. Energy Efficiency saving transfer to Place (£1k).
Sub-total Children & Young People	115,516	28,713	115,254	115,117	137	(137)	0	

People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Adult Services								
Older People	7	0	7	7	0	0	0	
People with Mental Health Needs	101	28	101	101	0	0	0	
Adults with Learning Disabilities	3	0	3	3	0	0	0	
Generic Services & Staff Teams	680	195	723	723	0	0	0	
Services in the Criminal Justice System	0	(91)	0	0	0	0	0	
Sub-total Adult Services	791	132	834	834	0	0	0	
Social Care & Health Partnership								
Older People	29,144	6,734	27,586	27,617	(31)	31	0	
Adults with Learning Disabilities (AWLD)	14,671	2,479	15,501	15,503	(2)	2	0	
People with Physical Disabilities (PWPD)	3,180	599	3,455	3,315	140	(140)	0	
People with Mental Health Needs	2,161	449	2,111	2,111	0	0	0	
Generic Services & Staff Teams	3,642	(2,142)	4,092	4,199	(107)	107	0	
Contribution from SB Cares	(1,027)	(86)	(1,027)	(1,027)	0	0	0	
Sub-total Social Care & Health Partnership	51,771	8,033	51,718	51,718	0	0	0	Projected outturn shows a breakeven position and assumes that £1.427m of current pressures will be approved by IJB
Business Support	3,066	0	0	0	0	0	0	
Total - People	171,144	36,878	167,806	167,669	137	(137)	0	

Key Highlights

The Children & Young People's Service has experienced delays in fully delivering the savings in the 2016/17 Financial Plan. The service is working to deliver alternative savings where delays have been experienced. Since the last monitoring round Adult Services have successfully secured funding from the Social Care Fund of £0.813m to cover the 2016/17 impact of the Living Wage from October 2016. A further paper is being developed to draw down further resources of £1.427m from the Social Care Fund to cover identified contract increases and other service pressures. Assuming there is approval for this at the Integration Joint Board (IJB) on the 15th August; Adult Services is projecting a breakeven outturn position.

Key Challenges

Delivering approx. £3.6m of savings in the Children & Young People's Service on 2016/17 year whilst maintaining teacher numbers. Delivery of agreed 2016/17 Financial Plan savings continues to be challenging within Adult Services. Project delivery meetings are being held to provide clarity on actions required to ensure full delivery.

Key Risks

Recruitment challenges in teacher recruitment may make maintaining teacher numbers a high risk area. Adult Services are reliant on further funding being approved through the IJB from the Social Care Fund. The assumption is this approval will be granted although this is not guaranteed. A report will be presented to the next IJB meeting on the 15th August which will provide the clarity on the budget position required.

Place	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Commercial Services								
Infrastructure Asset Management	1,982	388	2,004	2,004	0	0	0	Pressure in electricity covered by additional income. Financial plan savings met temporarily through underspends in manpower and additional income. Plans in progress to meet savings permanently.
Pay Parking	0	(10)	82	82	0	0	0	
Fleet Management	(191)	263	(191)	(191)	0	0	0	
Passenger Transport	2,095	1,347	2,095	2,095	0	0	0	Underspends in Galashiels Transport Interchange and Mini buses offsetting pressure in Bus Subsidies
Design Services	122	43	140	140	0	0	0	
Projects	156	43	205	205	0	0	0	
Trading Contribution	(549)	1,528	(549)	(549)	0	0	0	Reduced gross margin on Contract Works and Surfacing has resulted in a forecast budget pressure, work is underway to address this pressure within the Place department.
Property & Facilities Management	3,679	1,491	3,647	3,706	(59)	59	0	Budget transfer from Assessors (£8k) to cover additional cost of postages for 2016-17 relating to the Individual Electoral Registration. Budget transfer from various services (£51k) relating to savings generated from the boiler optimisation project. It is assumed all financial plan savings will be achieved.
Sub-total Commercial Services	7,294	5,093	7,433	7,492	(59)	59	0	
Neighbourhood Services								
Customer Services	1,716	797	1,776	1,867	(91)	91	0	Administration costs of Scottish Welfare fund (£68k) and Discretionary Housing Payments (£23k) from Other.
Waste	9,347	1,207	9,346	9,072	274	(274)	0	Virement to Planning for Income pressure (£274k)
Safer Communities	442	(113)	513	500	13	(13)	0	Funding towards IT Transformation 2016/17 (£13k)
Neighbourhood Operations	12,610	4,730	12,728	12,728	0	0	0	Pressures have been identified and an action plan will be prepared to address these from within Neighbourhood Services.
Strategy & Policy	0	179	836	836	0	0	0	
Sub-total Neighbourhood Services	24,115	6,800	25,199	25,003	196	(196)	0	
Regulatory Services								
Assessor & Electoral Registration Officer	716	194	716	674	42	(42)	0	Budget transfer to Cleaning (£8k) to cover additional cost of postages for 2016-17 relating to the Individual Electoral Registration. Budget transfer to Planning for Fee Income pressure (30k) and a temporary additional resource requirement (£4k).
Legal Services	757	185	762	695	67	(67)	0	Permanent budget transfer to Planning to cover shortfall in Chief Planning Officer Post (£19k). Budget transfer to Planning Implementation to cover income pressure (£48k)

Place	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Planning	987	(895)	1,086	1,339	(253)	253	0	Budget transfer from Waste (£274k) and Assessors (£30k) to cover Fee Income Pressure. Budget transfer from Legal (£48k) to cover Implementation income pressure. Budget transfer from Business Support (£200k) correcting the miscoding of Financial Plan savings. Budget transfer from Health and Safety towards financial plan savings (£88k). Budget transfer from Assessors (£4k) to cover additional resource requirement. CFCR to Capital for E-Development IT (£10k). Permanent budget transfer from Legal services (£19k) to cover shortfall in Chief Planning Officer Post.
Regulatory Services	1,290	319	1,290	1,290	0	0	0	
Housing Strategy & Services	3,170	812	5,063	5,063	0	0	0	
Audit & Risk	372	103	372	372	0	0	0	
Health & Safety	438	53	438	350	88	(88)	0	
Sub-total Regulatory Services	7,730	771	9,727	9,783	(56)	56	0	
Business Support	1,163	0	0	0	0	0	0	
Total - Place	40,302	12,664	42,359	42,278	81	(81)	0	

Key Highlights

The Place department is currently projecting a balanced position. Challenging Financial plan savings are planned to be delivered and identified pressures are being addressed within existing departmental budgets. The main pressures are identified within SBC contracts where reduced gross margin on Contract Works and Surfacing has resulted in a pressure. Historical Neighbourhood Operations pressures have again been identified; plans are being developed to address these from within Neighbourhood Services.

Key Challenges

Regulatory services has significant financial plan savings to deliver, the figures reported assumes this will be achieved.
 Pressures have been identified within SBC contracts through reduced gross margin on Contract Works and Surfacing, actions are being developed to manage this within the Place department budget.
 A review of Bus Services is underway and due to be implemented by September 2016 with significant savings attached.
 Neighbourhood Operations have significant historical in-service pressures which they are looking to deal with from within existing Neighbour Services budgets.

Key Risks

Winter activity levels assumed are based on long-term historical averages, if weather conditions are worse than average this could again pose a financial risk to Neighbourhoods in 2016/17 later in the year.
 The Planning service is highly dependent on fee income to achieve their budget target although the current projection realistically reflects what is achievable.
 Although the order book is strong margins remain under pressure within SBC Contracts

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL
2016/17
AT END OF MONTH: Jun-16

OTHER

Other	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/underspend	Summary Financial Commentary
Corporate Transformation	(444)	125	648	588	60	(60)	0	Budget transfer relating to the reallocation of Financial Plan for Printer Refresh (£100k). Budget transfer for ICT Programme Manager from IT.
Early Retirement/Voluntary Severance	418	72	418	418	0	0	0	
Fairer Scotland	223	(11)	13	13	0	0	0	
Loan Charges	20,485	(9,429)	20,515	20,496	19	(19)	0	Transfer of budget (£19k) to fund new ICT leasing costs
Capital Financed from Current Revenue (CFCR)	0	0	0	40	(40)	40	0	CFCR from Place for E-development (£10k). CFCR from People for provision of the reception/office space and secure entrance at Philiphaugh Primary School. (£30k)
Interest on Revenue Balances IORB	(10)	0	(10)	(20)	10	(10)	0	Budget transfer to Recharge to Non-General Fund (£10k) to support historical income pressure
Contribution to Property Maintenance	2,176	2,176	2,176	2,176	0	0	0	
Provision for Bad Debts	125	125	125	125	0	0	0	
Housing Benefits								
Gross Expenditure	29,910	4,450	29,910	29,910	0	0	0	
Income	(29,317)	(4,435)	(29,317)	(29,317)	0	0	0	
	593	15	593	593	0	0	0	
Discretionary Housing Payments								
Gross Expenditure	58	225	147	791	(644)	644	0	Additional funding from DWP (£500k), Additional funding through RSG (£78k) and (£123k). Budget transfer to workforce development funding (£34k) and Scottish Welfare Staffing to Customer Services (£23k)
Income	0	(167)	0	(500)	500	(500)	0	Additional income from DWP (£500k)
	58	58	147	291	(144)	144	0	
Council Tax Reduction Scheme	5,707	5,172	5,707	5,707	0	0	0	
Non Domestic rates Relief	150	118	150	150	0	0	0	
Commercial Rents	(1,225)	(934)	(1,225)	(1,225)	0	0	0	
Scottish Welfare Fund	492	77	492	424	68	(68)	0	Budget transfer to Customer Services for administration of Scottish Welfare Fund (£68k)
Total - Other	28,748	(2,436)	29,749	29,776	(27)	27	0	



Key Highlights

Loan Charges remain with a balanced projection. A review of our short to medium term borrowing requirements is underway following the EU referendum results to highlight any risks or benefits which may result.

Key Challenges

Continuing to fully resource the Corporate Transformation as it develops is likely to prove challenging as existing budget will need to be identified from within departments.

Key Risks

The ongoing supply of Real Time Information changes from the Department Of Work and Pensions which affects Housing Benefit entitlement continues to impact the overall award and payment position administered by Customer Services. Although Customer Services is reviewing the position further there is a risk this will impact on the financial monitoring of this budget.

MONTHLY REVENUE MANAGEMENT REPORT

PERFORMANCE INDICATOR INFORMATION 2016/17 AT END OF : **Jun-16**

Key Cost Driver Performance Analysis - Chief Executive

	Month Jun-15	Month May-16	Month Jun-16	Narrative
1 No of Homelessness Properties	165	160	160	
2 No of homelessness presentations	78	70	48	
3 No in B&B	2	2	0	

Key Cost Driver Performance Analysis - People

	Month Jun-15	Month May-16	Month Jun-16	Narrative
Schools				
1 Transportation (proj % of budget)	100%	100%		
2 Unitary Charge (proj % of budget)	100%	100%		
3 Staff Turnover (% of target)	100%	100%		
ADULT SERVICES				
	Baseline @ June 15	Month May-16	Month June-16	
4 Homecare Hours		TBC		
5 Residential: Elderly Beds (excl respite beds, and Intermediate care)		TBC		
ICS				
	Baseline @ June 15	Month May-16	Month June-16	
6 Out of Authority Placements	56	44	36	
7 Foster Care	91	108	110	
8 Kinship Care	51	53	57	
9 Secure Placements	1	0	0	

Page 139

MONTHLY REVENUE MANAGEMENT REPORT

PERFORMANCE INDICATOR INFORMATION **2016/17** **AT END OF :** **Jun-16**

Key Cost Driver Performance Analysis - Place

		Month Jun-15	Month May-16	Month Jun-16	Narrative
Commercial Services					
1	Contracts Won (by value £k)	145	1,243	38	
2	PT Fares Income (£k)	171	138	192	
3	FM Dayworks costs (£k)	98	41	72	
4	Fuel Price (Derv ppl)	94	89	91	
5	Primary school meal uptake per day	56%	TBC	TBC	Reviewing Indicator which currently excludes Parent Pay
6	Secondary school income per day	£4,874	TBC	TBC	Reviewing Indicator which currently excludes Parent Pay
Neighbourhood Services					
7	Roads Expenditure Committed	242	198	216	
8	Salt Stock (t)	12,658	TBC	TBC	
9	Recyclate Tonnage	2,038	TBC	TBC	
10	Landfill Tonnage (MSW)	3,645	TBC	TBC	

Key Cost Driver Performance Analysis - Other Services

		Month Jun-15	Month May-16	Month Jun-16	Narrative
Other					
1	Current live procurement contracts	35	50	53	
2	ER/VS approved (FTE)	44.78	0.00	5.55	
3	Compulsory redundancies approved (FTE)	2.00	0.00	0.00	
4	Number of new HB Claimants	121	75	34	
5	Number of ongoing HB Claims requiring action	1,041	TBC	TBC	
6	No of properties eligible for full NDR Relief	3,590	3,710	3,734	
7	No of properties eligible for partial NDR Relief	1,145	1,243	1,239	

Budget Virement Requirement

Chief Executive

No. of Virements 3

1 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Finance	£	£	£
Budget Head	Supplies & Services	(238,313)	(198,313)	(198,313)

Service	Emergency Planning	£	£	£
Budget Head	Employee Costs	(8,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	246,313	198,313	198,313

Because

Transfer of available budget as a consequence of manpower adjustments and anticipated underspend in audit fee, and Emergency Planning to fund IT transformation pressure in 2016/17 and beyond.

2 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Employee Costs	(40,256)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	40,256	0	0

Because

Contribution towards ICT Programme Manager costs from staff turnover savings within IT.

3 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Integrated Trusts	£	£	£
Budget Head	Employee Costs	(128,684)	(128,684)	(128,684)

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Business Support	£	£	£
Budget Head	Employee Costs	128,684	128,684	128,684

Because

Permanent transfer of former Cultural Services Business Support staff wef 1 April 2016.

Budget Virement Requirement People No. of Virements 13

1 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Early Years	£	£	£
Budget Head	Supplies & Services	(71,718)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	71,718	0	0

Because

To transfer budget from Early Years to cover costs relating to Financial Plan Pre-School Home Visiting Teacher savings.

2 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Primary	£	£	£
Budget Head	Supplies & Services	(30,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges - Capital Financing Costs	£	£	£
Budget Head	Capital Financed from Current Revenue	30,000	0	0

Because

To transfer revenue budget from Primary Schools to Capital for the provision of the reception/office space and secure entrance at Philiphaugh Primary School.

3 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(74,151)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Early Years	£	£	£
Budget Head	Employee Costs	1,554	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	34,718	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	30,640	0	0

Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	7,239	0	0

Total		74,151	0	0
--------------	--	---------------	----------	----------

Because

To devolve budgets to Early Years, Primary Schools, Secondary Schools and Additional Support Needs for Teachers Continuing Professional Development (CPD).

4 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(599,601)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	370,808	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	228,793	0	0

Total		599,601	0	0
-------	--	---------	---	---

Because

To devolve the agreed 2016/17 Deprivation Allocation to Primary and Secondary Schools.

5 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(63,640)	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(4,225)	0	0

Total		(67,865)	0	0
-------	--	----------	---	---

To

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	67,865	0	0

Because

To devolve budgets to Primary and Secondary Schools to reflect probationer funding for 2015/16 summer academic term.

6 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(40,000)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	40,000	0	0

Because

To devolve budget from Central Schools to Secondary Schools for the Scottish Rugby Union School of Rugby programme.

7 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(90,000)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	90,000	0	0

Because

To devolve budgets to Secondary Schools to support the Development of the Young Workforce.

8 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(1,430)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Children & Families (Social Work)	£	£	£
Budget Head	Employee Costs	1,430	0	0

Because

To transfer budget to Children & Families (Social Work) to fund Leadership training for managers.

9 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(100,000)	(100,000)	(100,000)

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	100,000	100,000	100,000

Because

To permanently transfer budget to Chief Executive's department as a contribution towards increased IT Bandwidth in schools.

10 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Primary	£	£	£
Budget Head	Supplies & Services	(123,968)	(123,968)	(123,968)

Service	School Meals	£	£	£
Budget Head	Supplies & Services	(351,032)	(351,032)	(351,032)

Total		(475,000)	(475,000)	(475,000)
-------	--	-----------	-----------	-----------

To

Department	People	2016/17	2017/18	2018/19
Service	Transportation	£	£	£
Budget Head	Transport Related Expenses	275,000	275,000	275,000

Service	Children & Families (Social Work)	£	£	£
Budget Head	Third Party Payments	200,000	200,000	200,000

Total		475,000	475,000	475,000
-------	--	---------	---------	---------

Because

To permanently transfer budget from Primary Schools and School Meals to Children & Families (Social Work) to enable the provision of additional External Placements and to provide budget for home to School Transport.

11 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Generic	£	£	£
Budget Head	Third Party Payments	100,000	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	PWPD	£	£	£
Budget Head	Third Party Payments	(100,000)	0	0

Because

To temporarily transfer budget from PWPD to Generic to fund Adult Other Package of Care

12 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Older People	£	£	£
Budget Head	Third Party Payments	(6,940)	(6,940)	(6,940)

To

Department	People	2016/17	2017/18	2018/19
Service	Generic	£	£	£
Budget Head	Third Party Payments	6,940	6,940	6,940

Because

To reallocate budget to reflect transfer as a result of clients transitioning to SDS.

13 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	PWPD	£	£	£
Budget Head	Third Party Payments	(42,053)	(42,053)	(42,053)

To

Department	People	2016/17	2017/18	2018/19
Service	Older People	£	£	£
Budget Head	Third Party Payments	40,717	40,717	40,717

Service	AWLD	£	£	£
Budget Head	Third Party Payments	1,336	1,336	1,336

Total		42,053	42,053	42,053
-------	--	--------	--------	--------

Because

Reallocate homecare budgets to reflect client category changes.

Budget Virement Requirement **Place** **No. of Virements** **7**

1 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Third Party payments	(10,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges - Capital Financing Costs	£	£	£
Budget Head	Capital Financed from Current Revenue	10,000	0	0

Because

Transfer of Planning Revenue budget to Capital for the enhanced home and mobile working for the Planning Officers. (e-Development IT)

2 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Legal Services	£	£	£
Budget Head	Employee Costs	(66,796)	(18,796)	(18,796)

Service	Assessors & Electoral Registration	£	£	£
Budget Head	Employee Costs	(34,000)	0	0

Service	Waste	£	£	£
Budget Head	Supplies & Services	(274,477)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	22,796	18,796	18,796
Budget Head	Income	352,477	0	0

Total		375,273	18,796	18,796
--------------	--	----------------	---------------	---------------

Because

To transfer budgets from Legal Services, Assessors & Electoral Registration and Waste to cover Planning Income pressure, permanent shortfall in Chief Planning Officer Post and a temporary staffing shortfall.

3 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Health and Safety	£	£	£
Budget Head	Employee Costs	(87,839)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	87,839	0	0

Because

Transfer of budget from employee costs towards Regulatory Services Financial Plan savings.
--

4 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Fleet Management	£	£	£
Budget Head	Premises Related Expenses	(124)	(124)	(124)

Service	Neighbourhood Services	£	£	£
Budget Head	Premises Related Expenses	(372)	(372)	(372)

Department	Chief Executives	2016/17	2017/18	2018/19
Service	Integrated Trusts	£	£	£
Budget Head	Premises Related Expenses	(9,297)	(9,297)	(9,297)

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Premises Related Expenses	(6,311)	(6,311)	(6,311)

Service	Additional Support Needs	£	£	£
Budget Head	Premises Related Expenses	(597)	(597)	(597)

Service	Primary Schools	£	£	£
Budget Head	Premises Related Expenses	(34,085)	(34,085)	(34,085)

Total		(50,786)	(50,786)	(50,786)
-------	--	----------	----------	----------

To

Department	Place	2016/17	2017/18	2018/19
Service	Property and Facilities Management	£	£	£
Budget Head	Premises Related Expenses	50,786	50,786	50,786

Because

Transfer of budget to meet Financial Plan energy efficiency savings.
--

5 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Safer Communities	£	£	£
Budget Head	Third Party Payments	(13,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	13,000	0	0

Because

Transfer of available budget to fund IT transformation in 2016/17.
--

6 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	(200,000)	(200,000)	(200,000)

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Place Business Support	£	£	£
Budget Head	Supplies and Services	200,000	200,000	200,000

Because

Budget transfer to move Financial Plan savings from Business Support to Planning to sit within correct service.

7 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Assessors & Electoral Registration	£	£	£
Budget Head	Supplies & Services	(8,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Property & Facilities Management	£	£	£
Budget Head	Supplies & Services	8,000	0	0

Because

Transfer of budget for the additional cost of postages relating to the Individual Electoral Registration.

Budget Virement Requirement Other No. of Virements 6

1 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Discretionary Housing Payments	£	£	£
Budget Head	Supplies & Services	(57,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Customer Services	£	£	£
Budget Head	Employee Costs	23,000	0	0

Department	People	2016/17	2017/18	2018/19
Service	Community Learning & Development	£	£	£
Budget Head	Employee Costs	34,000	0	0

Total		57,000	0	0
--------------	--	---------------	----------	----------

Because

Transfer of budget from Discretionary Housing Payments towards workforce development funding (£34k) and additional temporary staffing in Welfare Reform (£23k).

2 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Scottish Welfare Fund	£	£	£
Budget Head	Transfer Payments	(68,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Customer Services	£	£	£
Budget Head	Employee Costs	68,000	0	0

Because

Transfer of budget to Customer Services for the administration of the Scottish Welfare Fund.

3 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(18,558)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	18,558	0	0

Because

Transfer of available budget to fund IT transformation in 2016/17.

4 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Discretionary Housing Payments	£	£	£
Budget Head	Income	(500,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Discretionary Housing Payments	£	£	£
Budget Head	Supplies & Services	500,000	0	0

Because

Funding towards Discretionary Housing Payments from the Department of Work & Pensions (DWP).

5 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	(100,000)	(100,000)	(100,000)

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Communications	£	£	£
Budget Head	Employee Costs	100,000	100,000	100,000

Because

Budget transfer to move Printer Refresh savings to sit with other digital transformation savings within Corporate Transformation.

6 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Interest on Revenue Balances	£	£	£
Budget Head	Income	(10,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Finance	£	£	£
Budget Head	Income	10,000	0	0

Because

Budget transfer to Recharge to General Fund to support historical income pressure

Budget Virement Requirement Financed By No. of Virements 1

1 Virement is required from

Department	Financed By	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(201,000)	0	0

To

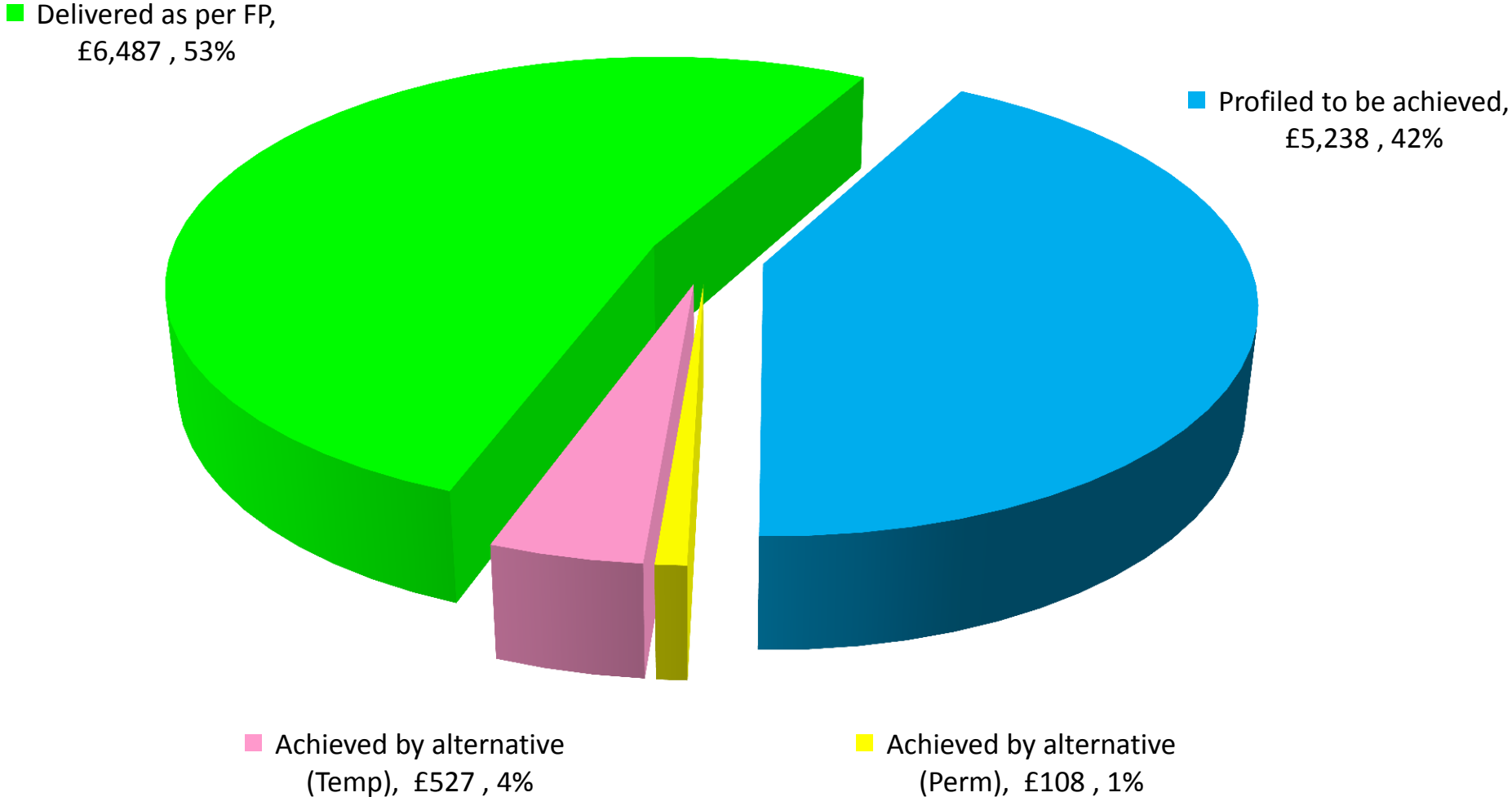
Department	Other	2016/17	2017/18	2018/19
Service	Discretionary Housing Payments	£	£	£
Budget Head	Supplies & Services	201,000	0	0

Because

Additional funding from Scottish Government for Discretionary Housing grants.

This page is intentionally left blank

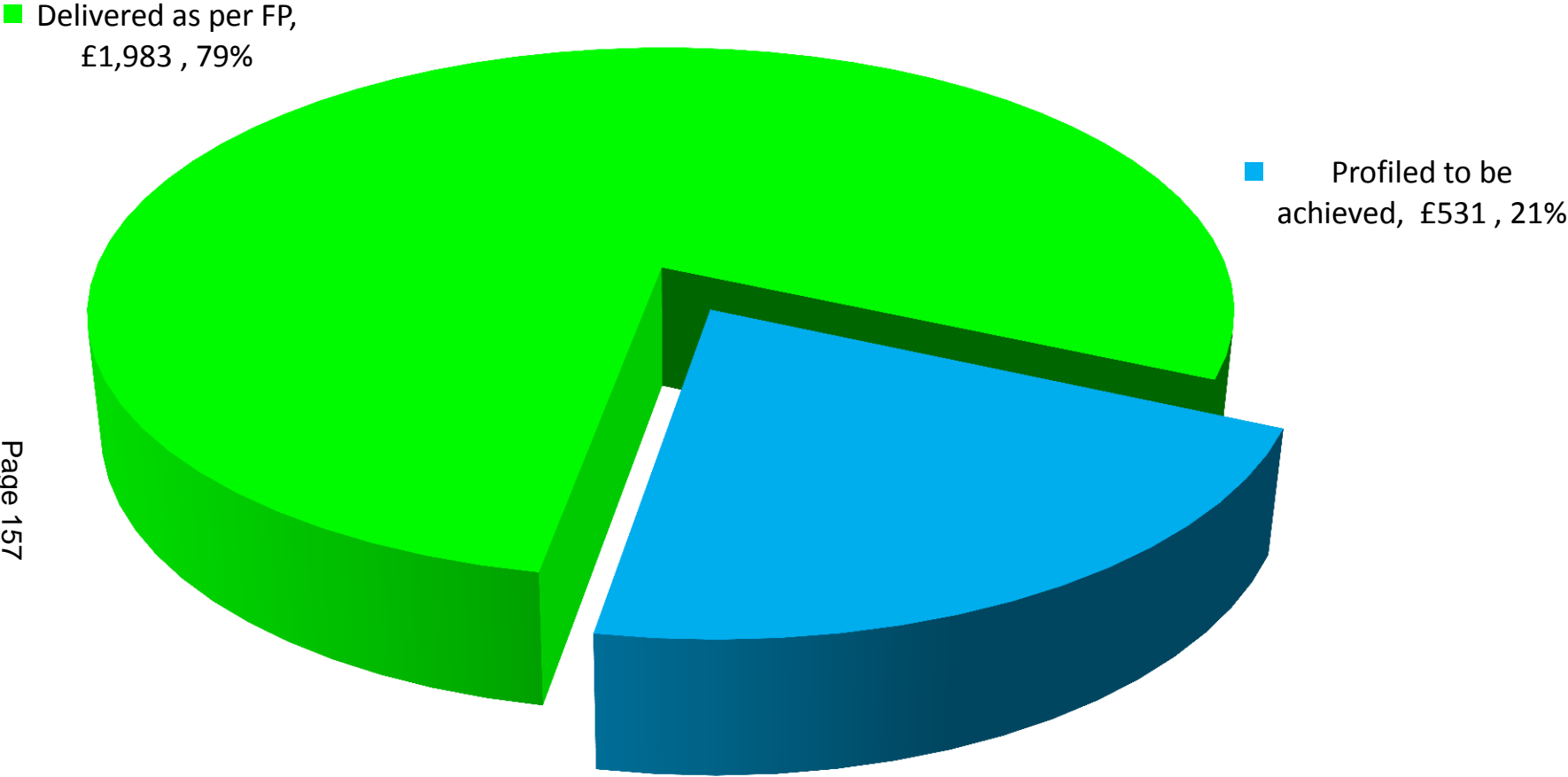
SBC (Total) Efficiency Savings Progress £'000



FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

Status	Saving £'000
Delivered as per FP	£ 6,487
Profiled to be achieved	£ 5,238
Achieved by alternative (Perm)	£ 108
Achieved by alternative (Temp)	£ 527
	<u>12,360</u>

Chief Executive & Other Efficiency Savings Progress £'000



FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

CHIEF EXECUTIVE & OTHER

Savings :

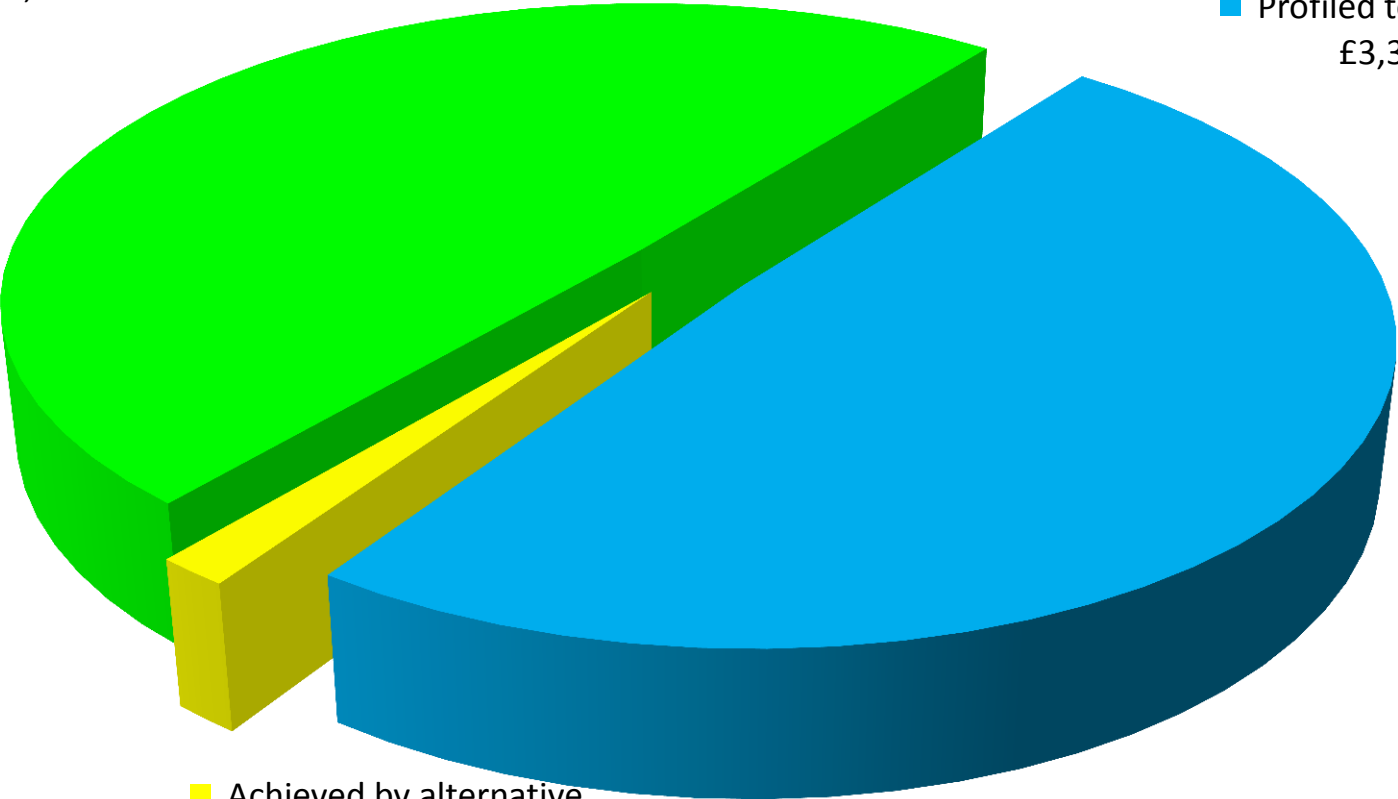
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Savings in back office support services	397	302			95				Delivered as per FP	£ 1,983
HR - Reduction to training and occupational health	60		60						Profiled to be achieved	£ 531
Reduction in management structure costs	110	110							Achieved by alternative (Perm)	£ -
Employee Benefits	70	12	58						Achieved by alternative (Temp)	£ 95
Reduce management fee to Sports Trusts	60	60							Not Achieved - Risk	£ -
Cultural Services review	118	118								
Reduce the number of Halls and Community Centres	100	100								2,609
Efficiencies in Culture and Sport funding	200	200								
Printer Refresh - restated savings	100		100							
Reduction in external printing costs	10		10							
Savings from insurance retendering	21	21								
Procurement savings across all departments	143	35	108							
Reduce mileage usage by 20%	14	14								
Savings on property maintenance	100	100								
ICT investment in new technologies	150		150							
Reduction in Loans Charges	225	225								
Additional income from long term empty properties	500	500								
Savings in back office support services	33	33					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Employee Benefits Strategy	15	15					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Cultural Services Review	138	138					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Reduction in external printing costs	15		15				Saving requirement brought forward from 2015/16 as only met temporarily last year			
Reduction in printing contract through contract renewal	30		30				Saving requirement brought forward from 2015/16 as only met temporarily last year			
	2,609	1,983	531	0	95	0				

People Efficiency Savings Progress £'000

■ Delivered as per FP
£3,386 49%

■ Profiled to be achieved
£3,367 49%

■ Achieved by alternative
means (Perm) £108
2%



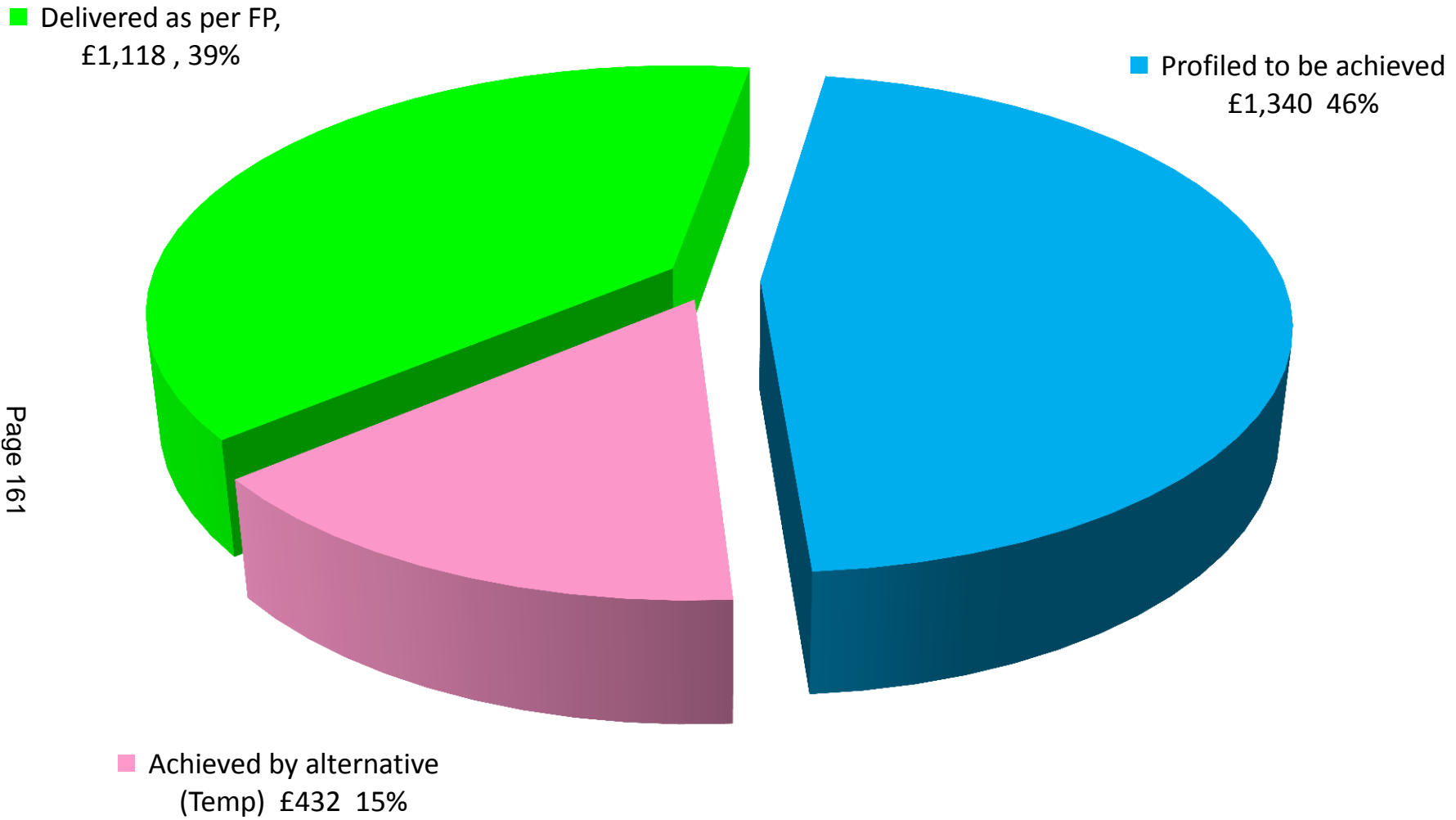
FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

PEOPLE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
CYP management review	234	234							Delivered as per FP	£ 3,386
CYP Business Support and admin review	311	211	100						Profiled to be achieved	£ 3,367
Delivery of Inclusion for All	612	612							Achieved by alternative means (Perm)	£ 108
Early Year review	571	571							Achieved by alternative means (Temp)	£ -
Learning Delivery Framework review	454	205	249						Not Achieved - Risk	£ -
Focused education delivery	318	318								
Redesign of elements of the Children & Families Social Work service	350	280	70							6,861
Closing the Gap	460	460								
Review of business management & specialist posts	300		300							
Strategy for Supporting Independence	100		100							
Strategy and delivery model for the provision of night support	50	50								
Targeted reduction of complex homecare packages	166		166							
Reduce commissioned services from The Leadership Group	50	50								
Review of commissioned services within Children & Young People	170		170							
Implementation of Arms-Length Organisation	547		547							
Review of contracts with voluntary organisations	58	58								
Review of contracts and commissioning arrangements	320		320							
Review of cleaning arrangements in schools	30	30								
Review of PPP contract	107		107							
Reduce mileage usage by 20%	80		80							
Reprovision reviewing process for Care packages	131	131								
Review of Adults with Learning Disabilities to meet demand	549		549							
Review of Older People to meet demand	234		234							
Redesign of Assessment & Care Management model	100		100							
Reduce mileage usage by 20%	30		30							
Primary school meals	6	6								
Increased fees & charges	12	12								
Convert short stay beds to long stay beds	104	104								
Bordercare Inflationary Charge	4	4								
Review of all Social Work Business Support Services - Adults	48	48								
Management & Admin Review of Children & Young People	90			90			Saving requirement brought forward from 2015/16 as only met temporarily last year			
Strategy for Supporting Independence	100		100				Saving requirement brought forward from 2015/16 as only met temporarily last year			
Review Day Services for Older People	102	2	100				Saving requirement brought forward from 2015/16 as only met temporarily last year			
Review Provision of Secondary Education	18			18			Saving requirement brought forward from 2015/16 as only met temporarily last year			
More efficient use of premises for evening lets (2014-15 Full Year Effect)	45		45				Saving requirement brought forward from 2015/16 as only met temporarily last year			
	6,861	3,386	3,367	108	0	0				

Place Efficiency Savings Progress £'000



FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

PLACE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Savings in Health & Safety	2		2						Delivered as per FP	£ 1,118
Savings in Housing Strategy & Services	11		11						Profiled to be achieved	£ 1,340
Review of delivery of Council Welfare Benefits service	72	72							Achieved by alternative (Perm)	£ -
Savings within Audit & Risk	43	43							Achieved by alternative (Temp)	£ 432
Restructuring of the Planning Service	30	30							Not Achieved - Risk	£ -
Permanent manpower saving from the Planning structure	45	33			12					
Temporary manpower saving from the Planning structure	28	28								2,890
Property & Facilities	75	45	30							
Savings within Customer Services	106	106								
Review of Service Directorate	250	121			129					
Savings in Estates Management	50	50								
Manpower savings in Infrastructure & Asset Management	147	49			98					
Joint-Venture Assessors service with Dumfries & Galloway	10				10					
Reduce PAT testing	12	12								
Reviewing and reducing external services expenditure	25	25								
Property rationalisation savings	69		55		14					
Asset disposal & estate rationalisation	0		0							
Energy Efficiency project	88	54	34							
Integrated Waste Management Plan	96	96								
Modernise Winter operations	100		100							
Review of toilet provision	70		70							
Bus Subsidies	200		200							
Neighbourhoods home to work mileage	20		20							
Reduce mileage usage by 20%	71		71							
Review of Street Lighting provision (SLEEP project)	176		176							
Review of Statutory Services	200		200							
Increase major adaptation grant administration fee	5		5							
Charge for Pre-Planning advice	10		10							
Planning fee Income	35		35							
Place fees & charges	80		80							
Regulated Bus fares	35		35							
Increase in minimum rental charge (property & allotments)	0		0							
Charge Estate Management time	25		25							
Increase the charging level on capital projects work.	34	34								
Increase the surplus budget of the Fleet Management service	15	15								
Increased income from ceremonies	16		16							
Increased income from burial fees	20		20							
Change in timing of charging for headstones	38		38							
Second homes Council Tax	140	140								
Develop an Integrated Waste Plan	150	43	107							
Review of Neighbourhood Services	192	89			103				Saving requirement brought forward from 2015/16 as only met temporarily last year	
Review of Passenger Transport	33	33							Saving requirement brought forward from 2015/16 as only met temporarily last year	
Savings from rates appeals	46				46				Saving requirement brought forward from 2015/16 as only met temporarily last year	
Savings from rates appeals	20				20				Saving requirement brought forward from 2015/16 as only met temporarily last year	
	2,890	1,118	1,340	0	432	0				

MONITORING OF THE CAPITAL FINANCIAL PLAN 2016/17

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 This report updates the Executive Committee on the progress of the 2016/17 Capital Financial Plan, seeks approval for projected outturns and associated virements, and the reallocation of funds.**
- 1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 June 2016. Key issues identified in these tables are summarised within the main report.
- 1.3 The tables identify a projected net variance of £1.671m against the approved budget.
- 1.4 The net in-year budget increase of £4.695m is primarily due to the reconfiguration of the ICT Programme budgets to reflect the new CGI contract and new ICT Transformation programme, confirmation of the 2016/17 grant made available by Scottish Government to support the Hawick Flood Protection scheme and the inclusion of budget to reflect the Scottish Government grant for Early Learning and Childcare.
- 1.5 The net budget timing movements to future years amount to £3.024m, primarily due to the reprofiling of Broomlands Primary School. Appendix 3 contains a summarised list of timing and budget movements within the 2016/17 Capital Plan.
- 1.6 Appendix 1 also contains a list of adjustments to the 2016/17 Capital Plan approved under delegated authority by the Service Director Assets & Infrastructure and Chief Financial Officer consistent with the Financial Regulations approved in June 2016.
- 1.7 Appendix 2 contains a list of the block allocations approved for this year and the various approved and proposed projects to be allocated from them within the 2016/17 Capital Plan.
- 1.8 Appendix 4 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**

- (a) Agrees the projected outturns and associated virements as identified in Appendix 1 as the revised capital budget;**
- (b) Notes the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 1 under delegated authority;**
- (c) Notes the list of block allocations detailed in Appendix 2;**
- (d) Notes the list of budget adjustments detailed in Appendix 3; and**
- (e) Notes the confirmed 80% funding (£1.342m in 2016/17) for the Hawick Flood Protection scheme covering projected spend and previous years spend to date.**

3 BACKGROUND

- 3.1 The Council approved the Capital Plan for the period 2016/17 to 2025/26 on 11 February 2016, which has subsequently been updated to reflect budget adjustments, associated timing movements and other approvals. The movements to the total available budget since the Council meeting is as follows:

	£000s	£000s
Capital Plan 2016/17 as approved at Council on 11 February 2016		56,796
Timing movements to date:		
Net timing movements –		
Executive Committee 17 November 2015	6,154	
Net timing movements –		
Executive Committee 16 February 2016	3,161	
Hawick Flood Protection –		
Executive Committee – 19 April 2016	150	
Net timing movements –		
Executive Committee 7 June 2016	2,184	
Synthetic Pitches –		
Executive Committee 7 June 2016	(1,526)	
	<hr/>	
Timing Movements to date		10,121
In Year Budget Movements/Technical Adjustments:		
Engineering Minor Works –		
Executive Committee 19/01/16	20	
Engineering Minor Works –		
Executive Committee 16/02/16	26	
	<hr/>	
In Year Budget Movements to date		46
		<hr/>
Latest Approved Capital Plan 2016/17 at 30 June 2016		66,962

- 3.2 The presentation of the monitoring tables in Appendix 1 focuses on the three year Operational Plan of the approved 10 year Capital Financial Plan. The first section of the tables in Appendix 1 focuses in detail on the 2016/17 position and then there are three columns each for 2017/18 and 2018/19. For 2016/17 the variance between the latest approved budget and the projected outturn is analysed between timing movements between financial years and absolute changes in costs (budget movements). For 2017/18 and 2018/19 the table presents the impact of the total variance projected between the latest approved budget and projected outturn. Below the tables, a narrative is provided where appropriate.
- 3.3 This report is the first monitoring report in the planned reporting schedule for 2016/17.

4 MONITORING THE PLAN

- 4.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 June 2016 is shown together with the projected outturn for the full financial year and where appropriate contains an explanation of budget movements. Appendix 1 also contains budget and

timing movements approved by the Chief Financial Officer and Services Director Assets & Infrastructure under the Financial Regulations approved in June 2016.

- 4.2 The actual expenditure to 30 June 2016 has been adjusted for any credit balances for accrued expenses from 2015/16 which have not yet been invoiced.
- 4.3 Appendix 2 contains a summary for each block allocation within the 2016/17 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.4 Appendix 3 contains a summary of budget virements and timing movements proposed for 2016/17 as part of this report.
- 4.5 Appendix 4 contains a list of estimated whole project capital costs for single projects where the project will not be completed in the current financial year.

5 SPECIFIC ISSUES

- 5.1 The following sections identify the other key areas of note within the Appendix 1 tables.

5.2 Plant & Vehicle Replacement - P&V Fund

The projection for 2016/17 has been revised by £0.320m to reflect the current projected purchases for items anticipated to be delivered this financial year. The budget has also been grossed down by £0.025m to reverse additional funding from revenue no longer required. The projected purchases are being fully funded from the Plant & Vehicle Replacement Fund.

5.3 Place – Road & Transport Infrastructure

Roads & Bridges - including RAMP and Winter Damage/Slopes

The budget for 2016/17 has been grossed up by £0.077m to reflect grant income from SUSTrans. The allocation of this funding and adjustments to the allocation within the block is detailed in Appendix 2.

5.4 Place – Flood Protection Infrastructure

(a) Hawick Flood Protection

- (i) In order to provide short term measures, a virement of £0.077m from the General Flood Protection Block allocation for 2017/18 (£0.046m) and 2018/19 (£0.036m) is required. A timing movement of £0.150m to 2016/17 was previously approved by Executive in April 2016 and is reflected in the Latest Approved Budget.
- (ii) Additional ground investigation works need to be carried out in 2016/17 which requires a timing movement from 2018/19 (£0.140m) which will increase certainty and reduce risk on structure conditions over the linear project distance prior to the formal approval process.
- (iii) Following a national review of the future arrangements for the distribution of Flood funding which included SBC representation, Scottish Government has now confirmed funding for 40 priority

schemes across Scotland covering the six year period commencing 2016/17.

- (iv) Hawick Flood Protection scheme has been successful in obtaining funding and the first tranche of £1.342m has now been notified. Overall project costs are estimated at £36.432m with grant from Government expected of £29.2m. This grant will reimburse 80% of costs spent to date and 80% of £0.693m of the 2016/17 projected spend. It is anticipated that final grant funding for the full project will be fixed at 80% of eligible costs when scheme costs are confirmed after tender acceptance.

(b) **General Flood Protection Block**

A timing movement and virement are required to provide short term measures in Hawick. This is being funded from the Block allocation for 2017/18 (£0.046m) and 2018/19 (£0.036m).

(c) **Flood Scheme Preparation**

The budget for 2016/17 has been grossed up by £0.205m to reflect the Council's share of the 20% flood capital grant distribution to be used for flood studies in 2016/17. The allocation of this funding is detailed in Appendix 2.

5.5 **Place – Waste Management**

Easter Langlee Cell Provision

Timing movement of £0.081m to 2018/19 required to reflect re-profile of budget to match the timescales for the closure of the landfill site.

5.6 **Place – Land and Property Infrastructure**

(a) **Wilton Lodge Park**

Gross up of budget to reflect £0.100m of additional SUSTrans funding awarded for the creation of an illuminated cycleway within the park.

(b) **Energy Efficiency Works**

Gross up of budget to reflect match funding interest free borrowing available from Salix in 2016/17 and 2017/18, comprising £0.300m in each year.

5.7 **People – School Infrastructure**

(a) **Kelso High School**

The budget has been grossed down by £0.250m to reflect the risk of reduced SportScotland fund following the receipt of the formal grant offer for the 3G only pitch. Officers will continue to appeal the adjustment to the offer previously made by SportScotland. In the event that the original funding is approved this will enhance the overall resources available to support the capital programme.

(b) **Langlee Primary School**

A reduction in level of contingency held for the project has resulted in £0.050m being released. Virement requested to Residential Care Home Sluice Works project. A separate report is being presented to the meeting regarding project timescales, timing movements and virement to Broomlands Primary School.

(c) **Broomlands Primary School**

A reduction in level of contingency held for the project has resulted in £0.050m being released. Virement of £0.050m requested to Residential Care Home Sluice Works project. A separate report is being presented to the meeting regarding project timescales, timing movements and virement from Langlee Primary School.

(d) **School Health & Safety Block**

Projects at Wilton Primary School and Parkside Nursery are not being progressed at this time. Reallocation of block to project at Hawick High School for classroom refurbishment including window replacements as detailed in Appendix 2.

(e) **Early Learning & Childcare Block**

The budget for 2016/17 has been grossed up by £0.703m to reflect the Council's share of the 2016/17 Scottish Government funding allocation. This is being allocated to a number of new projects as detailed in Appendix 2.

5.8 **People – Social Care Infrastructure**

Residential Care Home Sluice Works

Sluice works required at St. Ronans, Grove House and Deanfield in order to comply with Care Inspectorate requirements. This has been funded by virements from Emergency and Unplanned Schemes £0.072m, Langlee Primary School £0.050m, Broomlands Primary School £0.050m and Fire Compartments £0.037m.

5.9 **Chief Executive – Other**

ICT Programme and ICT Transformation

The budget allocation as approved at Council in February 2016 has been revised to reflect the CGI contract and the ICT Transformation programme. This has increased the total budget allocation in 2016/17 by £3.779m as a result of the timescales for programme delivery. The budgets in 2017/18 and 2018/19 have been reduced by £1.711m and £1.686m.

5.10 **Emergency & Unplanned Schemes**

The table below provides an update on the projected position of the Emergency & Unplanned Schemes:

	£000s
Budget as Approved at Council 12 February 2016	100
Allocation to Residential Care Home Sluice Works	(72)
Increase in General Capital Grant (net of allocation to General Flood Protection Block)	11
Projected Balance	39

5.11 **Capital Funding**

As a result of the £1.671m in year net timing and budget movement identified in the programme (see Appendix 1), the estimated borrowing element of the capital financing for 2016/17 has been decreased in the current year.

6 IMPLICATIONS

6.1 Financial

- (a) There are no financial implications beyond those contained in the report and appendices.
- (b) Any capital borrowing requirements associated with these changes will be managed in line with the approved Treasury Strategy from approved budgets. The principal part of the capital financial plan is funded by long term loans and the resultant loan charges are reported within the revenue monitoring reports.

6.2 Risk and Mitigations

- (a) At the end of June 2016, actual expenditure totalled £5.413million which represents 8% of the projected outturn, excluding the impact of large accruals. There is a risk of timing movements this financial year some of which has already been highlighted in narrative in Appendix 1. It is vital that capital budgets continue to be monitored carefully through the Project Managers and that their outturn projections are as accurate as possible.
- (b) Key risks associated with individual projects have been identified within the narrative and the individual project managers are undertaking the appropriate work to manage these.

6.3 Equalities

No Equalities Impact Assessment has been carried out in relation to the Capital Monitoring report; it is, however, expected that for individual projects this work will have been undertaken by the relevant project manager/budget holder prior to budget being approved.

6.4 Acting Sustainably

There are no direct economic, social or environmental issues with this report although there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.5 Carbon Management

There are no direct carbon emissions impacts as a result of this monitoring report; however, there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

6.7 Changes to Scheme of Administration or Scheme of Delegation

No changes to the Scheme of Administration or Delegation are required as a result of this report.

7 CONSULTATION

- 7.1 The Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted in the preparation of this report and any comments received incorporated into the report.
- 7.2 The Service Director Assets & Infrastructure has been consulted in the preparation of this report and the content of the detailed appendices and any comments incorporated.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Kirsty Robb	Capital and Investment Manager, 01835 825249
Doreen Pringle	Senior Finance Officer - Capital, 01835 824000 Ext 5961

Background Papers: None

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Capital & Investment Team can also give information on other language translations as well as providing additional copies.

Contact us at Capital & Investment Team, Council HQ, Newtown St. Boswells
treasuryteam@scotborders.gov.uk 01835 825249

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

SUMMARY	2016/17						2017/18			2018/19		
	Actual to 30/06/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
PLACE												
Road & Transport Infrastructure	311	7,695	7,564	131	0	131	6,953	0	6,953	7,253	0	7,253
Flood and Coastal Protection	2,002	8,579	8,157	422	217	205	1,145	(41)	1,104	1,814	(176)	1,638
Waste Management	48	1,323	1,404	(81)	(81)	0	5,317	0	5,317	499	81	580
Land and Property Infrastructure	144	6,604	6,058	546	0	546	2,864	300	3,164	2,721	0	2,721
TOTAL PLACE	2,505	24,201	23,183	1,018	136	882	16,279	259	16,538	12,287	(95)	12,192
PEOPLE												
School Estate	1,744	25,157	28,053	(2,896)	(3,160)	264	7,027	2,680	9,707	3,580	379	3,959
Social Care Infrastructure	292	1,448	1,276	172	0	172	0	0	0	0	0	0
Sports Infrastructure	0	664	664	0	0	0	290	0	290	290	0	290
Culture and Heritage	19	6,075	6,075	0	0	0	952	0	952	1,146	0	1,146
TOTAL PEOPLE	2,055	33,344	36,068	(2,724)	(3,160)	436	8,269	2,680	10,949	5,016	379	5,395
CHIEF EXECUTIVE												
Sports Infrastructure	21	1,326	1,326	0	0	0	790	0	790	1,591	0	1,591
Economic Regeneration	21	212	212	0	0	0	2,020	0	2,020	3,120	0	3,120
Chief Executive Other	137	7,831	4,048	3,783	0	3,783	3,446	(1,711)	1,735	2,614	(1,686)	928
TOTAL CHIEF EXECUTIVE	179	9,369	5,586	3,783	0	3,783	6,256	(1,711)	4,545	7,325	(1,686)	5,639
OTHER												
Waste Collection vehicles - Non P&V Fund	0	0	0	0	0	0	0	0	0	300	0	300
Plant & Vehicle Replacement - P&V Fund	606	1,680	2,025	(345)	0	(345)	2,000	0	2,000	2,000	0	2,000
Other Fleet	68	0	0	0	0	0	0	0	0	0	0	0
TOTAL OTHER	674	1,680	2,025	(345)	0	(345)	2,000	0	2,000	2,300	0	2,300
Emergency/Unplanned Schemes	0	39	100	(61)	0	(61)	100	101	201	700	0	700
Match funding allocation	0	0	0	0	0	0	(6,887)	0	(6,887)	4,525	0	4,525
TOTAL SBC CAPITAL	5,413	68,633	66,962	1,671	(3,024)	4,695	26,017	1,329	27,346	32,153	(1,402)	30,751

PLACE

Page 172

CFO Service Dir Asset&Infr Approval CMT	R A G	2016/17						2017/18			2018/19		
		Actual to 30/06/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Road & Transport Infrastructure													
	G	9	265	265	0	0	0	200	0	200	0	0	0
	G	11	135	135	0	0	0	0	0	0	0	0	0
	G	0	50	50	0	0	0	150	0	150	100	0	100
	A	159	3,855	3,778	77	0	77	3,560	0	3,560	3,710	0	3,710
	A	6	218	218	0	0	0	200	0	200	200	0	200
	G	56	2,156	2,156	0	0	0	1,500	0	1,500	0	0	0
	G	2	42	42	0	0	0	50	0	50	50	0	50
	A	9	145	125	20	0	20	157	0	157	182	0	182
	G	3	54	54	0	0	0	200	0	200	1,916	0	1,916
	G	10	37	37	0	0	0	400	0	400	0	0	0
	A	35	92	58	34	0	34	61	0	61	265	0	265
	G	0	70	70	0	0	0	25	0	25	450	0	450
	G	0	270	270	0	0	0	450	0	450	380	0	380
	G	0	101	101	0	0	0	0	0	0	0	0	0
	G	0	8	8	0	0	0	0	0	0	0	0	0
	G	0	109	109	0	0	0	0	0	0	0	0	0
	A	11	48	48	0	0	0	0	0	0	0	0	0
	G	0	40	40	0	0	0	0	0	0	0	0	0
		311	7,695	7,564	131	0	131	6,953	0	6,953	7,253	0	7,253
Flood and Coastal Protection													
	G	3	50	50	0	0	0	0	0	0	0	0	0
	G	1,905	6,967	6,967	0	0	0	0	0	0	0	0	0
	A	88	983	766	217	217	0	945	0	945	1,614	(140)	1,474
	G	2	34	34	0	0	0	0	0	0	0	0	0
	A	4	340	340	0	0	0	200	(41)	159	200	(36)	164
	A	0	205	0	205	0	205	0	0	0	0	0	0
		2,002	8,579	8,157	422	217	205	1,145	(41)	1,104	1,814	(176)	1,638

PLACE**Road & Transport Infrastructure**

Roads & Bridges - including RAMP and Winter Damage/Slopes	Reallocation of block and gross up to reflect grant income from SUstrans as detailed in Appendix 2.
Lighting Asset Management Plan	Reallocation of block required as detailed in Appendix 2.
Cycling Walking & Safer Streets	Gross up of grant income from SUstrans and Smarter Choices Smarter Places.
Innerleithen to Walkerburn - Shared Access Route	Additional grant income from Sustrans for works to be undertaken in 2016/17.
Railway Black Path	Reallocation of block required as detailed in Appendix 2.

Flood and Coastal Protection

Hawick Flood Protection	Forward timing movement from 2018/19 and virement from General Flood Protection Block to carry out short term measures as reported to Executive in April 2016. Forward timing movement from 2018/19 to carry out ground investigation works to inform project design.
General Flood Protection Block	Forward timing movement from 2017/18 and 2018/19 and virement to Hawick Flood Protection for Hawick Short Term Measures.
Flood Scheme Preparation	Gross up of budget to reflect Scottish Government 20% flood capital grant distribution. Allocation to projects in Appendix 2.

Waste Management

Easter Langlee Cell Provision	Re profiling of budget to 2018/19 in line with completion of cell provision scheme within the timescales of the landfill site closure.
New Easter Langlee Waste Transfer Station	A full report will be taken to executive on 16/08/16 with an update on current position and a request for reprofiling.
Community Recycling - Improved Skip Infrastructure	Reallocation of block required as detailed in Appendix 2.

Land and Property Infrastructure

Play Facilities	Reallocation of block required and gross up of budget to reflect external funding as detailed in Appendix 2.
Cemetery Land Acquisition & Development Block	Reallocation of block required as detailed in Appendix 2.
Drainage - Parks and Open Spaces Block	Reallocation of block required as detailed in Appendix 2.
Wilton Lodge Park	Gross up of budget to reflect SUSTRans funding
Structural/H&S Works Block	Reallocation of block required and virement to Building Thermal Efficiency Upgrades Block as detailed in Appendix 2. Virement to Early Learning and Childcare Block to reflect contribution for project at Tweedbank CC Nursery.
Asbestos Management Block	
Building Systems Efficiency Upgrades Block	Reallocation of block required as detailed in Appendix 2.
Building Thermal Efficiency Upgrades Block	Reallocation of block required and virement from Structural/H&S Works Block as detailed in Appendix 2.
Electrical Infrastructure Upgrades Block	Reallocation of block required as detailed in Appendix 2.
Contaminated Land Block	Reallocation of block required as detailed in Appendix 2.
Energy Efficiency Works	Gross up of budget to reflect additional funding from Salix in 2016/17 and 2017/18.
HQ Main Office Block	Any additional funding required will be by CFCR from Property Maintenance Fund

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

PEOPLE

Page 175

CFO Service Dir Asset&Infr Approval CMT	R A G	2016/17						2017/18			2018/19		
		Actual to 30/06/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
School Estate													
	G	1	10	10	0	0	0	0	0	0	0	0	
	A	1,097	7,354	7,354	0	0	0	0	0	0	0	0	
	A	16	1,273	1,523	(250)	0	(250)	0	0	0	0	0	
	G	0	80	80	0	0	0	0	0	0	0	0	
	A	142	7,079	7,016	63	113	(50)	4,152	(1,223)	2,929	0	2	
	A	37	3,526	6,849	(3,323)	(3,273)	(50)	1,324	3,903	5,227	0	377	
	A	33	589	734	(145)	0	(145)	200	0	200	200	0	
27/07/2016	A	1	691	648	43	0	43	1,140	0	1,140	3,030	0	
	G	0	43	43	0	0	0	55	0	55	200	0	
	G	234	1,637	1,637	0	0	0	6	0	6	0	0	
27/07/2016	A	5	176	176	0	0	0	150	0	150	150	0	
	G	0	5	5	0	0	0	0	0	0	0	0	
	A	178	2,694	1,978	716	0	716	0	0	0	0	0	
		1,744	25,157	28,053	(2,896)	(3,160)	264	7,027	2,680	9,707	3,580	379	
Social Care Infrastructure													
	A	288	1,069	1,069	0	0	0	0	0	0	0	0	
	A	0	83	83	0	0	0	0	0	0	0	0	
	G	0	87	87	0	0	0	0	0	0	0	0	
27/07/2016	A	0	0	37	(37)	0	(37)	0	0	0	0	0	
	A	4	209	0	209	0	209	0	0	0	0	0	
		292	1,448	1,276	172	0	172	0	0	0	0	0	
Sports Infrastructure													
	G	0	664	664	0	0	0	290	0	290	290	0	
		0	664	664	0	0	0	290	0	290	290	0	
Culture and Heritage													
	G	7	171	171	0	0	0	902	0	902	386	0	
	G	0	300	300	0	0	0	0	0	0	0	0	
	G	0	80	80	0	0	0	50	0	50	760	0	
	G	12	5,515	5,515	0	0	0	0	0	0	0	0	
	G	0	9	9	0	0	0	0	0	0	0	0	
		19	6,075	6,075	0	0	0	952	0	952	1,146	0	
TOTAL PEOPLE		2,055	33,344	36,068	(2,724)	(3,160)	436	8,269	2,680	10,949	5,016	379	
												5,395	

PEOPLE**School Estate**

Duns Primary School & Locality Support Centre	Contractor progress behind schedule approx 8 weeks. Awaiting updated programme and mitigation schedule.
Kelso High School	SportsScotland have reduced funding from £550k to £300k. Currently pursuing an appeal.
Langlee Primary School	Virement required to part fund Sluice works (£50k). Reprofile of budget and virement to Broomlands Primary School as detailed in separate report on Executive agenda.
Broomlands Primary School	Virement required to part fund Sluice works (£50k). Reprofile of budget and virement to Broomlands Primary School as detailed in separate report on Executive agenda.
School Health & Safety Block	Reallocation of block required and virement to School Refurbishment & Capacity Block to manage works at Hawick High School as one project.
School Refurbishment & Capacity Block	Projects at Wilton PS and Parkside Nursery not being progressed at this time. Reallocation of block required. New project for classroom refurbishment including window replacement at Hawick HS. Details of block reallocation in Appendix 2. Virement to Early Learning and Childcare Block to reflect contribution to ICT suite works at Edenside PS.
Equality Act School Adaptations (DDA) Block	Reallocation of block required as detailed in Appendix 2. Savings anticipated for project at Burnfoot PS will be used to fund new projects identified.
Early Learning & Childcare Block	Gross up of budget to reflect additional Scottish Government Funding (£703k). Reallocation of block required as detailed in Appendix 2. Virement from School Refurbishment and Capacity (£3k) and Structural/H&S Works (£10k).

Social Care Infrastructure

Residential Care Home Upgrade Block	Works at Saltgreens behind schedule. Not expected to affect project cost.
Telecare	Project tender is slightly over budget. Negotiations ongoing with supplier.
Fire Compartments	Savings from Fire Compartments project to be vired to Sluice works.
Residential Care Home Sluice Works	Sluice works required at 3 Residential Care Homes. Virements from Emergency and Unplanned (£72k), Langlee PS (£50k), Broomlands (£50k) and Fire Compartments (£37k).

CHIEF EXECUTIVE

Page 177

Chief Executive Other

TOTAL CHIEF EXECUTIVE

CFO Service Dir Asset&Infr Approval CMT	R A G	2016/17						2017/18			2018/19		
		Actual to 30/06/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sports Infrastructure													
	G	3	30	30	0	0	0	0	0	0	0	0	0
Selkirk 2G Synthetic Pitch	R	2	0	0	0	0	0	0	0	0	1,588	0	1,588
Peebles 3G Synthetic Pitch	G	3	62	62	0	0	0	787	0	787	3	0	3
Jedburgh 3G Synthetic Pitch	A	13	1,234	1,234	0	0	0	3	0	3	0	0	0
Hawick 3G Synthetic Pitch		21	1,326	1,326	0	0	0	790	0	790	1,591	0	1,591
Economic Regeneration													
	G	0	89	89	0	0	0	2,000	0	2,000	3,000	0	3,000
Central Borders Business Park	G	0	16	16	0	0	0	20	0	20	20	0	20
Newtown St Boswells Village Centre	G	0	0	0	0	0	0	0	0	0	100	0	100
Borders Town Centre Regeneration Block	G	0	5	5	0	0	0	0	0	0	0	0	0
Eyemouth Seafood Technology Park	A	21	102	102	0	0	0	0	0	0	0	0	0
Borders Railway Stations		21	212	212	0	0	0	2,020	0	2,020	3,120	0	3,120
Chief Executive Other													
	A	0	0	3,597	(3,597)	0	(3,597)	3,071	(3,071)	0	2,239	(2,239)	0
ICT Programme	A	0	6,961	0	6,961	0	6,961	0	1,108	1,108	0	473	473
ICT Transformation	A	115	397	67	330	0	330	0	80	80	0	80	80
Outwith CGI	A	0	80	5	75	0	75	0	172	172	0	0	0
Inflight Projects	A	0	10	0	10	0	10	0	0	0	0	0	0
Projects Funded from Revenue (IT)	G	22	376	376	0	0	0	375	0	375	375	0	375
Private Sector Housing Grant - Adaptations		137	7,824	4,045	3,779	0	3,779	3,446	(1,711)	1,735	2,614	(1,686)	928
TOTAL CHIEF EXECUTIVE		179	9,362	5,583	3,779	0	3,779	6,256	(1,711)	4,545	7,325	(1,686)	5,639

27/07/2016

CHIEF EXECUTIVE

Sports Infrastructure

Peebles 3G Synthetic Pitch	Further community engagement is required.
Hawick 3G Synthetic Pitch	Awaiting written confirmation of grant approval from SportScotland. Emergency Powers Report in June approved to mitigate risk of funding.

Economic Regeneration

Borders Railway Stations	Work on site not complete in line with the grant conditions. There is a risk that External Funding could be withdrawn due to this. Officers working to mitigate this risk. External factors have had a significant influence on the timelines around this project.
--------------------------	--

Chief Executive Other

ICT Programme	Remove budget to reallocate per CGI Contract.
ICT Transformation	Budgets revised to reflect CGI contract as approved by Council.
Outwith CGI	Budgets revised to reflect CGI contract as approved by Council.
Inflight Projects	Budgets revised to reflect CGI contract as approved by Council.
Projects Funded from Revenue (IT)	Gross up of budget to reflect capital spend fully funded by CFCR from Revenue.

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

		2016/17					2017/18			2018/19			
		Projected	Latest	Variance	Timing	Budget	Latest	Variance	Projected	Latest	Variance	Projected	
		Outturn	Approved		Movement	Movement	Approved		Budget	Approved		Budget	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
			Budget		Fwd (Bwd)		Budget		Budget	Budget		Budget	
CAPITAL FINANCING													
Police & Fire Reserves													
	Borders Railway Stations	G	(81)	(81)	0	0	0	0	0	0	0	0	
			(81)	(81)	0	0	0	0	0	0	0	0	
CFCR													
	Easter Langlee Cell Provision (from Landfill Provision)	A	(8)	0	(8)	0	(8)						
	Bannerfield Play Area	G	(160)	(241)	81	81	0	(216)	0	(216)	(273)	(81)	(354)
	Wilton Lodge Park	G	(3)	(3)	0	0	0	0	0	0	0	0	0
	Wilton Lodge Park	G	(20)	(20)	0	0	0	(20)	0	(20)	0	0	0
	Selkirk 2G Synthetic Pitch	G	(27)	(27)	0	0	0	0	0	0	0	0	0
	Sir Walter Scott Courtroom Interpretation	G	(4)	(4)	0	0	0	0	0	0	0	0	0
	Plant & Vehicle Replacement - P&V Fund	G	0	(25)	25	0	25	0	0	0	0	0	0
	Projects funded from Revenue (IT)	G	(10)	0	(10)	0	(10)	0	0	0	0	0	0
			(232)	(320)	88	81	7	(236)	0	(236)	(273)	(81)	(354)
Specific Grants from Scottish Government													
	Cycling, Walking & Safer Streets	G	(70)	(70)									
	Cycling, Walking & Safer Streets	G	(125)	(125)	0	0	0	(157)	0	(157)	(182)	0	(182)
	Selkirk Flood Protection	G	(6,868)	(6,868)	0	0	0	0	0	0	0	0	0
	Hawick Flood Protection	G	(1,342)	0	(1,342)	0	(1,342)	0	0	0	(1,731)	0	(1,731)
	Other Fleet (Electric Vehicle Charging Points)	G	0	0	0	0	0	0	0	0	0	0	0
	Duns Primary School (via Scottish Futures Trust)	G	(2,134)	(2,134)	0	0	0	0	0	0	0	0	0
	Kelso High School (via Scottish Futures Trust)	G	0	0	0	0	0	0	0	0	0	0	0
	Galashiels School Review	G	(29)	(29)	0	0	0	0	0	0	0	0	0
	Early Learning & Childcare	G	(2,681)	(1,978)	(703)	0	(703)	0	0	0	0	0	0
			(13,249)	(11,204)	(2,045)	0	(2,045)	(157)	0	(157)	(1,913)	0	(1,913)

CAPITAL FINANCING	R A G	2016/17					2017/18			2018/19		
		Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other External Grants & Contributions												
	G	0	0	0	0	0	(100)	0	(100)	0	0	0
Selkirk Town Centre (Streetscape works)	A	(120)	0	(120)	0	(120)	0	0	0	0	0	0
SUStrans (Various PLACE Projects)	A	(10)	0	(10)	0	(10)	0	0	0	0	0	0
Cycling, Walking & Safer Streets	G	0	0	0	0	0	(20)	0	(20)	(130)	0	(130)
Innerleithen - Walkerburn - Shared access route	G	(18)	(18)	0	0	0	0	0	0	0	0	0
Tweedbank Traffic Calming	G	(1,194)	(1,194)	0	0	0	(73)	0	(73)	0	0	0
Wilton Lodge Park - HLF	A	(100)	0	(100)	0	(100)	0	0	0	0	0	0
Wilton Lodge Park - SUSTRans	A	(25)	0	(25)	0	(25)	0	0	0	0	0	0
Gibson Park	A	(8)	0	(8)	0	(8)	0	0	0	0	0	0
Hutton Play Park	A	(8)	0	(8)	0	(8)	0	0	0	0	0	0
West Linton Lower Green	A	(300)	(550)	250	0	250	0	0	0	0	0	0
Kelso High School - Pitches (SportScotland)	G	(59)	(59)	0	0	0	(503)	0	(503)	(196)	0	(196)
Jim Clark Museum	G	0	0	0	0	0	0	0	0	(300)	0	(300)
Peebles 3G Synthetic Pitch	G	0	0	0	0	0	(300)	0	(300)	0	0	0
Jedburgh 3G Synthetic Pitch	A	(300)	(300)	0	0	0	0	0	0	0	0	0
Hawick 3G Synthetic Pitch	G	(205)	(205)	0	0	0	0	0	0	0	0	0
Sir Walter Scott Court House - Phase 1	G	0	0	0	0	0	0	0	0	(460)	0	(460)
Sir Walter Scott Court House - Phase 2	G	0	0	0	0	0	(1,000)	0	(1,000)	0	0	0
Central Borders Business Park	G	(2,500)	(2,500)	0	0	0	0	0	0	0	0	0
Great Tapestry of Scotland - Building	G	(21)	(21)	0	0	0	0	0	0	0	0	0
Borders Railway Stations		(4,868)	(4,847)	(21)	0	(21)	(1,996)	0	(1,996)	(1,086)	0	(1,086)
Developer Contributions												
	G	(100)	(100)	0	0	0	(100)	0	(100)	(100)	0	(100)
General	G	(70)	(64)	(6)	0	(6)	0	0	0	0	0	0
Engineering Minor Works	A	(6)	0	(6)	0	(6)	0	0	0	0	0	0
Play Facilities - Play park, Lauder	G	(1)	(1)	0	0	0	0	0	0	0	0	0
Clovenfords Play Park	G	0	0	0	0	0	(365)	0	(365)	0	0	0
Broomlands Primary School		(177)	(165)	(12)	0	(12)	(465)	0	(465)	(100)	0	(100)
Capital Receipts	G	(1,273)	(1,273)	0	0	0	(1,800)	0	(1,800)	(1,130)	0	(1,130)
General Capital Grant	A	(11,438)	(11,222)	(216)	0	(216)	(11,000)	0	(11,000)	(11,000)	0	(11,000)
Plant & Vehicle Fund	A	(1,680)	(2,000)	320	0	320	(2,000)	0	(2,000)	(2,000)	0	(2,000)
Borrowing												
	G	(35,335)	(35,850)	515	2,943	(2,428)	(3,794)	(1,029)	(4,823)	(14,351)	1,483	(12,868)
General Proposed Borrowing	G	0	0	0	0	0	0	0	0	(300)	0	(300)
Fleet - P&V - Waste Collection - from Dept'al Rev.	A	(300)	0	(300)	0	(300)	0	(300)	(300)	0	0	0
Energy Efficiency Works - Salix Funding	G	0	0	0	0	0	(4,569)	0	(4,569)	0	0	0
E Langlee Waste Transfer Station - from Dept'al Rev.		(35,635)	(35,850)	215	2,943	(2,728)	(8,363)	(1,329)	(9,692)	(14,651)	1,483	(13,168)
TOTAL CAPITAL FUNDING		(68,633)	(66,962)	(1,671)	3,024	(4,695)	(26,017)	(1,329)	(27,346)	(32,153)	1,402	(30,751)

CHIEF EXECUTIVE

Page 181

		2016/17					2017/18			2018/19		
R A G	Actual to 30/06/16 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Scottish Borders Council												
G	0	340	340	0	0	0	0	0	0	0	0	0
	0	340	340	0	0	0	0	0	0	0	0	0
A	0	(340)	(340)	0	0	0	0	0	0	0	0	0
	0	(340)	(340)	0	0	0	0	0	0	0	0	0

Flats at High Street, Innerleithen

Gross up of budget and funding for 3 flats at High Street, Innerleithen to be used for temporary accommodation. Grant is being sought from Scottish Government which would reduce the Second Homes Council Tax contribution.

Non - Scottish Borders Council

Bridge Homes

G		2,587	2,587	0	0	0	0	0	0	0	0	0
	0	2,587	2,587	0	0	0	0	0	0	0	0	0

Second Homes Council Tax

Borrowing

G	0	(330)	(330)	0	0	0	0	0	0	0	0	0
G	0	(2,257)	(2,257)	0	0	0	0	0	0	0	0	0
	0	(2,587)	(2,587)	0	0	0	0	0	0	0	0	0

Bridge Homes

Purchases of new affordable homes for rental. Purchases in 2016/17 are for homes at Queensberry, Denholm, Henderson Court, East Bowmont Street, Kelso and Waverley Road, Innerleithen.

This page is intentionally left blank

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Projected Outturn £'000	Actuals to 30/06/16 £'000
PLACE						
Road & Transport Infrastructure						
Roads & Bridges- Including Ramp and Winter Damage/Slopes						
Footways	08/03/2016		85.0	77.0	162.0	0.0
Surface Dressing	08/03/2016		1,299.0	(116.0)	1,183.0	36.0
Patching	08/03/2016		434.0	104.0	538.0	26.0
Overlays	08/03/2016	27/07/2016	1,369.0	4.0	1,373.0	2.0
Walls and Structures	08/03/2016		135.0	15.0	150.0	82.0
Masonry Refurbishment (Bridges)	08/03/2016	27/07/2016	363.0	3.0	366.0	12.0
Drainage	08/03/2016	27/07/2016	95.0	(10.0)	85.0	0.0
Gross up grant funding, SUstrans		NEW		(77.0)		
Unallocated	11/02/2016		0.0		0.0	0.0
			3,780.0	0.0	3,857.0	158.0
Lighting Asset Management Plan						
Replace Cut Down Columns	08/03/2016		20.0		20.0	1.0
Marmion Road, Hawick	08/03/2016		40.0		40.0	0.0
A7, Stow	08/03/2016		40.0		40.0	1.0
Whitefield Crescent, Newtown St Boswells	08/03/2016		40.0		40.0	0.0
A72, Innerleithen	08/03/2016		20.0		20.0	1.0
Dingleton Road, Melrose	08/03/2016		40.0		40.0	0.0
Elibank, Clovenfords		NEW 27/07/2016	0.0	18.0	18.0	3.0
Unallocated	11/02/2016	27/07/2016	18.0	(18.0)	0.0	0.0
			218.0	0.0	218.0	6.0
Accident Investigation Prevention Schemes						
Traffic Calming	08/03/2016		10.0		10.0	0.0
Road Safety Measures	08/03/2016		29.0		29.0	2.0
AIP Design	08/03/2016		4.0		4.0	0.0
Unallocated	11/02/2016		0.0		0.0	0.0
			43.0	0.0	43.0	2.0
Cycling, Walking & Safer Streets						
Cycling Related Activities	08/03/2016	27/07/2016	75.0	20.0	95.0	0.0
School Travel Plan Road Safety	08/03/2016		50.0		50.0	9.0
Gross up grant funding (SUstrans & Smart Choices)		27/07/2016		(20.0)		
Unallocated	11/02/2016		0.0		0.0	0.0
			125.0	0.0	145.0	9.0
Engineering Minor Works						
Dingleton, Melrose	08/03/2016		20.0		20.0	0.0
Pedestrian Links, Hawick	08/03/2016		14.0		14.0	0.0
Hislop Gardens, Hawick	08/03/2016		25.0		25.0	0.0
Cransfield Drive, Ancrum	08/03/2016		50.0		50.0	0.0
Unallocated			0.0		0.0	0.0
			109.0	0.0	109.0	0.0
Railway Black Path						
B&Q Lighting	18/08/2015		4.0		4.0	0.0
Benches	18/08/2015		3.0		3.0	0.0
Redetermination Order	18/08/2015		2.0		2.0	0.0
Street Lighting Black Path	18/08/2015		0.0		0.0	10.0
Clovenfords Link	18/08/2015		0.0		0.0	0.0
Signing Strategy	18/08/2015	27/07/2016	0.0	3.0	3.0	1.0
Unallocated	07/06/2016	27/07/2016	39.0	(3.0)	36.0	0.0
			266.0	0.0	266.0	11.0
Flood and Coastal Protection						
General Flood Protection						
Programme Management	07/06/2016		30.0		30.0	0.0
Liddesdale Crescent, Hawick	24/03/2015		0.0		0.0	(2.0)
Bakehouse Burn Culvert, Galashiels	01/07/2015		0.0		0.0	(3.0)
Still Burn Culvert, Fountainhall	08/03/2016		30.0		30.0	0.0
Community Resilience	08/03/2016		10.0		10.0	5.0
Minor Works	08/03/2016		40.0		40.0	0.0
Romanno Bridge	08/03/2016		100.0		100.0	0.0
Turford Burn	08/03/2016		30.0		30.0	0.0
Denholm Flood Grille Upgrade	08/03/2016		20.0		20.0	0.0
Gala Flood Grille Upgrade	08/03/2016		10.0		10.0	0.0
Burnmouth Culvert Upgrade	08/03/2016		10.0		10.0	0.0
Bonnington Road, Peebles	08/03/2016		20.0		20.0	4.0
Unallocated	11/02/2016		40.0		40.0	0.0
			340.0	0.0	340.0	4.0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/06/16 £'000
Flood Scheme Preparation						
Peebles/Innerleithen/Broughton	NEW		0.0	65.0	65.0	0.0
Newcastleton	NEW		0.0	40.0	40.0	0.0
Earlston	NEW		0.0	40.0	40.0	0.0
Hawick Natural Flood Management	NEW		0.0	60.0	60.0	0.0
Unallocated			0.0		0.0	0.0
			0.0	205.0	205.0	0.0
Waste Management Infrastructure						
CRC - Enhancements						
Equipment	07/06/2016		34.0		34.0	0.0
Unallocated	07/06/2016		0.0		0.0	
			34.0	0.0	34.0	0.0
CRC - Improved Skip Infrastructure						
Eshiels Recycling Centre	24/03/2015	27/07/2016	55.0	20.0	75.0	1.0
Hawick CRC Skip	18/08/2015	27/07/2016	77.0	(20.0)	57.0	7.0
Galashiels CRC Skip	18/08/2015		20.0		20.0	0.0
Unallocated	11/02/2016		0.0		0.0	0.0
			152.0	0.0	152.0	8.0
CCTV Community Recycling Centres						
Eyemouth CRC	08/03/2016		1.0		1.0	0.0
Unallocated	08/03/2016				0.0	
			1.0	0.0	1.0	0.0
Land and Property Infrastructure						
Play Facilities						
Allerley Well Jedburgh	NEW	27/07/2016	0.0	26.0	26.0	0.0
Public Park Duns	NEW	27/07/2016	0.0	25.0	25.0	0.0
Lower Green, West Linton	NEW	27/07/2016		8.0	8.0	0.0
Play Park, Hutton	NEW	27/07/2016		8.0	8.0	0.0
Play Park, Lauder	NEW	27/07/2016		6.0	6.0	0.0
Allocation from William Hill Trust		27/07/2016		(24.0)		
External Grant - Tesco		27/07/2016		(16.0)		
Developer Contribution		27/07/2016		(6.0)		
CFCR from Revenue		27/07/2016		(8.0)		
Unallocated		27/07/2016	18.0	(18.0)	0.0	0.0
			18.0	1.0	73.0	0.0
Cemetery Land Acquisition & Development Block						
Cemetery, Coldstream	17/11/2015		3.0		3.0	2.0
Cemetery, Earlston	NEW	27/07/2016	0.0	10.0	10.0	0.0
Unallocated	08/03/2016	27/07/2016	836.0	(10.0)	826.0	0.0
			839.0	0.0	839.0	2.0
Drainage in Parks and Open Spaces						
Wilton Lodge Park Hawick	07/06/2016	27/07/2016	11.0	1.0	12.0	11.0
Gibson Park Melrose	07/06/2016		1.0		1.0	1.0
Home Park Coldstream	07/06/2016		3.0		3.0	0.0
Stow Drainage	07/06/2016	27/07/2016	1.0	(1.0)	0.0	0.0
Whitestone/Kerfield Peebles	08/03/2016		15.0		15.0	0.0
Jedburgh - Howdenburn	08/03/2016		35.0		35.0	0.0
Unallocated	08/03/2016		0.0		0.0	0.0
			66.0	0.0	66.0	12.0
Additional Drainage in Parks and Open Spaces						
St Boswells	07/06/2016		3.0		3.0	0.0
Unallocated					0.0	
			3.0	0.0	3.0	0.0
Combined Depot Enhancements						
Galashiels Roads Depot, Wheatlands Road	08/03/2016		67.0		67.0	0.0
Duns Depot, Station Road	08/03/2016		38.0		38.0	0.0
Easter Langlee Depot, Galashiels	08/03/2016		83.0		83.0	0.0
Reiver Complex Road Depot, Newtown St Boswells	08/03/2016		16.0		16.0	3.0
Lower Mansfield Combined Depot, Hawick	08/03/2016		35.0		35.0	0.0
Eshiels Depot, Peebles	08/03/2016		83.0		83.0	0.0
Unallocated	08/03/2016		0.0		0.0	0.0
			322.0	0.0	322.0	3.0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/06/16 £'000
Structural / H&S Work Block						
Teviothead Cemetery Wall Ph2	08/03/2016	27/07/2016	11.0	(1.0)	10.0	0.0
Selkirk HS Lighting Upgrade Phase 2	08/03/2016	27/07/2016	20.0	(20.0)	0.0	0.0
Channelkirk Cemetery Walls	08/03/2016	27/07/2016	11.0	(1.0)	10.0	0.0
Cockburnspath PS Roof Upgrade	08/03/2016	27/07/2016	35.0	(15.0)	20.0	0.0
St Mary's Mill H & S	08/03/2016	27/07/2016	20.0	(20.0)	0.0	0.0
Coldstream Workshops Car Park Upgrade	08/03/2016	27/07/2016	36.0	(20.0)	16.0	0.0
Jedburgh Town Hall	08/03/2016		30.0		30.0	11.0
Peebles HS Flat Roof Upgrade	08/03/2016	27/07/2016	10.0	(10.0)	0.0	0.0
Peebles HS Assembly Crush Hall Cladding Upgrade	08/03/2016	27/07/2016	33.0	(33.0)	0.0	0.0
School Toilet Refurbishment	08/03/2016		56.0	(56.0)	0.0	0.0
Lift Controls Upgrade	08/03/2016	27/07/2016	30.0	(3.0)	27.0	0.0
Linglie Mill Valley Gutters Refurbishment	08/03/2016	27/07/2016	20.0	(2.0)	18.0	0.0
Lilliesleaf Nursery Roof Upgrade	08/03/2016	27/07/2016	9.0	(1.0)	8.0	0.0
Saltgreens RHE Vestibule Renewal	08/03/2016		30.0		30.0	0.0
Knowepark PS High Level Fascia's Replacement	08/03/2016	27/07/2016	30.0	(3.0)	27.0	0.0
Ancrum Hall floor/Upgrade	08/03/2016	27/07/2016	14.0	(1.5)	12.5	0.0
Legionella Works Upgrade Water Tanks	08/03/2016	27/07/2016	20.0	(2.0)	18.0	0.0
Selkirk HS Lighting Ph 3			NEW	0.0	20.0	6.0
St Mary's Mill Upgrade Gutter			NEW	0.0	18.0	0.0
Ayton PS Toilet Upgrade			NEW	0.0	30.0	0.0
Coldstream PS Toilet Upgrade			NEW	0.0	15.0	0.0
Eyemouth PS Toilet Upgrade			NEW	0.0	11.0	0.0
Coldingham PS Roof			NEW	0.0	20.0	0.0
Unallocated	08/03/2016		0.0	117.5	117.5	0.0
Virement from School Refurbishment & Capacity				100.0		
Virement to Building Thermal Efficiency Upgrades		27/07/2016		47.0		
Virement to ELCC Tweedbank				10.0		
			415.0	200.0	458.0	17.0
Asbestos Management Block						
Unallocated	18/08/2015		54.0		54.0	0.0
Reallocation within P & A block						
			54.0	0.0	54.0	0.0
Building Systems Efficiency Upgrades Block						
Hawick HS Hot Water Upgrade	08/03/2016	27/07/2016	8.0	1.0	9.0	0.0
Stirches PS Hot Water Upgrade	08/03/2016	27/07/2016	3.0	6.0	9.0	0.0
Earlston PS Nursery Heating Upgrade	08/03/2016	27/07/2016	15.0	(2.0)	13.0	0.0
Drumlanrig PS Hall Heating Upgrade	08/03/2016	27/07/2016	44.0	(5.0)	39.0	0.0
Galashiels Academy Hot Water Upgrade	08/03/2016	27/07/2016	10.0	(1.0)	9.0	0.0
Newtown PS Boiler Room Upgrade	08/03/2016	27/07/2016	20.0	(2.0)	18.0	0.0
Unallocated	07/06/2016	27/07/2016	2.0	3.0	5.0	0.0
			102.0	0.0	102.0	0.0
Building Thermal Efficiency Upgrades Block						
Langlee CPD Centre Roof Upgrade Phase 4	08/03/2016		35.0	(35.0)	0.0	0.0
Burnfoot PS Roof Upgrade Phase 1	08/03/2016		45.0	(5.0)	40.0	0.0
Morebattle PS Window Upgrade Phase 3	08/03/2016		30.0	(30.0)	0.0	0.0
Selkirk HS Windows Phase 6	08/03/2016		40.0	(4.0)	36.0	0.0
St Ronans Primary School Windows Upgrade Ph5	08/03/2016		30.0	(19.0)	11.0	0.0
Newcastleton PS Windows Phase 1	08/03/2016		40.0	(40.0)	0.0	0.0
Langlee CPD Centre Window Screens Upgrade	08/03/2016		50.0	(5.0)	45.0	0.0
Stirches PS Roof	08/03/2016		48.0		48.0	0.0
Coldstream Workshops Roof Phase 1	08/03/2016		45.0	(45.0)	0.0	0.0
Lilliesleaf PS Windows	08/03/2016		37.0	(4.0)	33.0	6.0
Morebattle PS Upgrade Windows			NEW	0.0	27.0	0.0
Langlee CPD centre Upgrade Roof			NEW	0.0	25.0	19.0
Langlee CPD Centre Upgrade Windows			NEW	0.0	45.0	0.0
Peebles HS Upgrade Roof			NEW	0.0	9.0	0.0
Peebles HS Upgrade Hall			NEW	0.0	50.0	0.0
Trinity PS Upgrade Windows			NEW	0.0	35.0	0.0
Wilton PS Upgrade Window			NEW	0.0	43.0	0.0
Unallocated	08/03/2016		0.0		0.0	0.0
Reallocation within P & A block - Structural/H&S Works		27/07/2016		(47.0)		
			400.0	0.0	447.0	25.0
Electrical Infrastructure Upgrades Block						
Morebattle PS Upgrade	08/03/2016		85.0	(85.0)	0.0	0.0
Drumlanrig PS Upgrade Phase 1	08/03/2016		65.0	20.0	85.0	0.0
Unallocated	08/03/2016		0.0	65.0	65.0	(4.0)
			150.0	0.0	150.0	(4.0)
Fixed Assets Block						
Unallocated	08/03/2016		20.0		20.0	0.0
			20.0	0.0	20.0	0.0
Demolition and Site Preparation Block						
Earlston HS	08/03/2016		28.0		28.0	0.0
Eyemouth Nursery Demolition	08/03/2016		204.0		204.0	3.0
Unallocated	08/03/2016		0.0		0.0	0.0
			232.0	0.0	232.0	3.0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/06/16 £'000
Office Accommodation Transformation Block						
Galashiels People Office Rationalisation	07/06/2016		184.0		184.0	5.0
HQ Campus - 2 Bowden Road & Lancaster House	08/03/2016		4.0		4.0	0.0
Unallocated	08/03/2016		0.0		0.0	0.0
			<u>188.0</u>	<u>0.0</u>	<u>188.0</u>	<u>5.0</u>
Contaminated Land						
Redbraes	24/03/2015	27/07/2016	0.5	1.0	1.5	1.0
Stow	17/11/2015		33.0		33.0	0.0
Ayton Mill	08/03/2016		38.0		38.0	0.0
Unallocated	08/03/2016	27/07/2016	37.0	(1.0)	36.0	0.0
			<u>108.5</u>	<u>0.0</u>	<u>108.5</u>	<u>1.0</u>
Cleaning Equipment Replacement Block						
Cleaning Equipment Replacement	08/03/2016		51.0		51.0	25.0
			<u>51.0</u>	<u>0.0</u>	<u>51.0</u>	<u>25.0</u>

PEOPLE

School Estate

School Health & Safety Block

Audit - Window Replacement	24/02/2015		5.0		5.0	0.0
School Fire Alarms	08/03/2016		7.0		7.0	0.0
Wilton PS Secure Reception	08/03/2016	27/07/2016	0.0	2.0	2.0	2.0
Chirnside PS Window Replacement	08/03/2016		119.0		119.0	2.0
Hawick HS Window Replacement	08/03/2016		145.0	(145.0)	0.0	1.0
Earlston PS Windows PH1	08/03/2016	27/07/2016	60.0	(10.0)	50.0	0.0
Edenside PS Window Replacement	08/03/2016		21.0		21.0	0.0
Parkside PS Window Replacement	08/03/2016	27/07/2016	9.0	6.0	15.0	15.0
Melrose PS Secure Reception	08/03/2016		100.0		100.0	3.0
Yetholm Secure Reception	08/03/2016		40.0		40.0	3.0
Philiphaugh PS Secure Entrance	08/03/2016		35.0		35.0	5.0
Fire Regs/Emergency Lighting/Security	08/03/2016		12.0		12.0	0.0
- Heriot Secure Fence	08/03/2016		8.0		8.0	0.0
- Eyemouth Secure Fence	08/03/2016		10.0		10.0	0.0
- Philiphaugh CCTV	08/03/2016		15.0		15.0	0.0
- Tweedbank Security Works	08/03/2016		20.0		20.0	0.0
Env Health - Nursery Kitchens/Sinks	08/03/2016		38.0		38.0	0.0
- Burgh Nursery Kitchen Sinks	08/03/2016		10.0		10.0	0.0
- Drumlanrig Nursery Kitchen & Sinks	08/03/2016		12.0		12.0	1.0
School Safety Flooring	08/03/2016		0.0		0.0	0.0
- Selkirk HS Maths Corridor	08/03/2016		7.5		7.5	0.0
- Peebles HS Math Block	08/03/2016		15.0		15.0	0.0
- Melrose PS Flooring	08/03/2016		7.5		7.5	0.0
School Toilets	08/03/2016		0.0		0.0	0.0
- Gordon PS Toilets	08/03/2016		20.0		20.0	0.0
- Philiphaugh PS toilets	08/03/2016		20.0		20.0	0.0
Unallocated	08/03/2016	27/07/2016	(2.0)	2.0	0.0	0.0
Virement to School Refurbishment and Capacity			0.0	145.0	0.0	0.0
			<u>734.0</u>	<u>0.0</u>	<u>589.0</u>	<u>32.0</u>

School Refurbishment & Capacity Block

Wilton PS Dining Hall	08/03/2016		250.0	(250.0)	0.0	0.0
Parkside Nursery Demolition	08/03/2016		220.0	(220.0)	0.0	0.0
Hawick High School	NEW		0.0	345.0	345.0	0.0
Unallocated			178.0	167.0	345.0	0.0
Virement to Structural/H&S Works				100.0		
Virement to Early Learning Childcare		27/07/2016		3.0		
Virement from School Health & Safety				(145.0)		
			<u>648.0</u>	<u>0.0</u>	<u>690.0</u>	<u>0.0</u>

School Kitchen Improvement Block

Wrapping & Labelling Machine - Chirnside PS	08/03/2016		40.0		40.0	0.0
Unallocated	08/03/2016		3.0		3.0	0.0
			<u>43.0</u>	<u>0.0</u>	<u>43.0</u>	<u>0.0</u>

Equality Act School Adaptations (DDA) Block

Burnfoot PS DDA Works	08/03/2016		100.0	(22.0)	78.0	3.0
Melrose PS DDA Works	08/03/2016		50.0		50.0	0.0
St Peters PS DDA Works	NEW		0.0	23.5	23.5	1.0
Gala Academy DDA Works	NEW		0.0	7.5	7.5	0.0
Lilliesleaf PS DDA	24/02/2015		0.0	1.0	1.0	1.0
Parkside PS DDA works	24/03/2015		0.0	1.0	1.0	1.0
Unallocated	08/03/2016		26.0	(11.0)	15.0	0.0
			<u>176.0</u>	<u>0.0</u>	<u>176.0</u>	<u>6.0</u>

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/06/16 £'000
Early Learning and Childcare Block						
Coldstream PS ELCC 3&4's	08/03/2016		0.0	5.0	5.0	0.0
Edenside PS ELCC 3&4'S	08/03/2016		283.0	3.0	286.0	58.0
Halyrude ELCC 3&4'S	08/03/2016		5.0	(5.0)	0.0	0.0
Knowepark PS ELCC 3&4'S	08/03/2016		290.0		290.0	100.0
Melrose PS ELCC 3&4'S	08/03/2016	27/07/2016	45.0		45.0	0.0
Wilton PS ELCC 3&4'S	08/03/2016		250.0		250.0	6.0
Tweedbank CC Nursery Toilets			0.0	26.0	26.0	0.0
Coldstream PS ELCC Phase 2			0.0	5.0	5.0	0.0
Eyemouth PS ELCC			0.0	6.0	6.0	0.0
Fountainhall PS ELCC			0.0	25.0	25.0	0.0
Howdenburn PS ELCC (Family Room)			0.0	10.0	10.0	2.0
Kirkhope PS ELCC			0.0	10.0	10.0	1.0
Lilliesleaf PS ELCC			0.0	600.0	600.0	2.0
Morebattle ELCC			0.0	25.0	25.0	2.0
St Peters PS ELCC			0.0	80.0	80.0	2.0
St Ronan's PS ELCC			0.0	50.0	50.0	0.0
Stow PS ELCC			0.0	600.0	600.0	0.0
Trinity PS ELCC			13.0		13.0	1.0
Tweedbank PS ELCC			0.0	1.0	1.0	2.0
West Linton PS ELCC (Family Room)			0.0	10.0	10.0	1.0
Westruther PS ELCC			0.0	25.0	25.0	0.0
Unallocated ELCC 3&4's	08/03/2016		1,093.0	(760.0)	332.0	0.0
Gross up additional Scottish Government Funding				(703.0)		
Virement from School Refurbishment and Capacity		27/07/2016		(3.0)		
Virement from P&A Programme Structural H & S Block				(10.0)		
			1,979.0	0.0	2,694.0	177.0
Social Care Infrastructure						
Residential Care Home Upgrade Block						
Saltgreens, Eyemouth	08/03/2016		129.0		129.0	25.0
Waverly, Galashiels	08/03/2016		940.0		940.0	264.0
Unallocated	08/03/2016				0.0	
			1,069.0	0.0	1,069.0	289.0
Fire Compartments in Care Homes Block						
Deanfield, Hawick	07/06/2016	27/07/2016	15.0	(15.0)	0.0	0.0
Grove House, Kelso	07/06/2016	27/07/2016	(2.0)	2.0	0.0	0.0
Saltgreens, Eyemouth	07/06/2016	27/07/2016	2.0	(2.0)	0.0	0.0
St Ronans, Innerleithen	07/06/2016	27/07/2016	22.0	(22.0)	0.0	0.0
Unallocated	07/06/2016				0.0	
			37.0	(37.0)	0.0	0.0
Sports Infrastructure						
Sports Trusts Plant & Services -Integrated Sport & Culture Trust						
Property and Other Sports Trusts						
Energy Savings Projects	07/06/2016		8.0		8.0	0.0
Energy Efficiency - BEMS upgrades	08/03/2016		38.0		38.0	0.0
Eyemouth LC Refurbishment	08/03/2016		0.0		0.0	0.0
Plant Boiler Eyemouth LC	08/03/2016		30.0		30.0	0.0
Berwickshire Education Recreation Sports Trust allocation	08/03/2016		20.0		20.0	0.0
Jedburgh Leisure Facilities Trust projects	08/03/2016		20.0		20.0	0.0
Selkirk LC Refurbishment	08/03/2016		395.0		395.0	0.0
Unallocated	08/03/2016		153.0		153.0	0.0
			664.0	0.0	664.0	0.0
CHIEF EXECUTIVE						
Chief Executive Other						
Outwith CGI						
Software Licence - Point Upgrades		NEW	0.0	30.0	30.0	0.0
Equipment Refresh		NEW	67.0	300.0	367.0	115.0
			67.0	330.0	397.0	115.0
Inflight Projects						
Rent Management and Accounting System	07/06/2016		5.0	28.0	33.0	0.0
Mosaic	2014/15		0.0	47.0	47.0	0.0
			5.0	75.0	80.0	0.0

This page is intentionally left blank

Analysis of Variance to Latest Approved Budget

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
PLACE			
Road & Transport Infrastructure			
Roads & Bridges - including RAMP and Winter Damage/Slopes		77	
Cycling Walking & Safer Streets		20	
Innerleithen to Walkerburn - Shared Access Route		34	
	0	131	0
Flood and Coastal Protection			
Hawick Flood Protection	217		
Flood Scheme Preparation		205	
	217	205	0
Waste Management			
Easter Langlee Cell Provision	(81)		
	(81)	0	0
Land and Property Infrastructure			
Play Facilities		55	
Wilton Lodge Park		100	
Structural/H&S Works Block			43
Building Thermal Efficiency Upgrades Block			47
Energy Efficiency Works		300	
Gibson Park Melrose		1	
	0	456	90
TOTAL - Place	136	792	90
PEOPLE			
School Estate			
Kelso High School		(250)	
Langlee Primary School	113		(50)
Broomlands Primary School	(3,273)		(50)
School Health & Safety Block			(145)
School Refurbishment & Capacity Block			43
Early Learning & Childcare Block		703	13
	(3,160)	453	(189)
Social Care Infrastructure			
Fire Compartments in Care Homes Block			(37)
Residential Care Home Sluice Works			209
	0	0	172
TOTAL - People	(3,160)	453	(17)

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
Chief Executive Other			
ICT Programme		(3,597)	
ICT Transformation		6,961	
Outwith CGI		330	
Inflight Projects		75	
Projects Funded from Revenue (IT)		10	
	0	3,779	0
TOTAL - Chief Executive	0	3,779	0
Other			
Plant & Vehicle Replacement - P&V Fund		(345)	
	0	(345)	0
Emergency & Unplanned Schemes			
Residential Care Home Sluice Works		(72)	
Net Increase in General Capital Grant		11	
TOTAL - Emergency & Unplanned Schemes	0	(61)	0
Total Budget Movement	(3,024)	4,618	73

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

	Operational Plan						Total Project Cost
	Prior Years Spend	Projection 2016/17	Projection 2017/18	Projection 2018/19	Operational Plan 2016/17 - 2018/19	Strategic Plan 2019/20 - 2025/26	
	£000	£000	£000	£000	£000	£000	
PLACE							
Road & Transport Infrastructure							
Galashiels Developments - GIRR5	86	265	200	0	465	0	551
Galashiels Developments - Transport Interchange	7,616	135	0	0	135	0	7,751
Galashiels Developments - GIRR 1-3 Claims	0	50	150	100	300	200	500
Street Lighting Energy Efficiency Project	2,531	2,156	1,500	0	3,656	0	6,187
A72 Dirtpot Corner - Road Safety Works	88	54	200	1,916	2,170	0	2,258
Selkirk Town Centre (Streetscape works)	13	37	400	0	437	0	450
Innerleithen to Walkerburn - Shared Access Route	73	92	61	265	418	0	491
Union Chain Bridge	5	70	25	450	545	0	550
Reston Station Contribution	500	270	450	380	1,100	0	1,600
Kelso Town Traffic Management Scheme	2,072	8	0	0	8	0	2,080
Tweedbank Traffic Calming	16	40	0	0	40	0	56
Total Road & Transport Infrastructure	13,000	3,278	2,986	3,111	9,375	200	22,575
Flood and Coastal Protection							
Hawick Flood Protection	1,061	983	945	1,474	3,402	33,030	37,493
Jedburgh Flood Protection	641	34	0	0	34	0	675
	26,887	7,984	945	1,474	10,403	33,030	70,320
Waste Management							
Easter Langlee Cell Provision	235	200	216	354	770	0	1,005
Easter Langlee Leachate Management Facility	183	69	20	23	112	1,419	1,714
CRC - Bulky Waste Adjustments	0	10	257	0	267	0	267
New Easter Langlee Waste Transfer Station	42	714	4,778	9	5,501	0	5,543
Easter Langlee Cell 3 Leachate Pumping System	3	32	0	0	32	0	35
	463	1,025	5,271	386	6,682	1,419	8,564
Land and Property Infrastructure							
Wilton Lodge Park	1,204	1,888	101	0	1,989	0	3,193
	1,204	1,888	101	0	1,989	0	3,193
TOTAL PLACE	41,554	14,175	9,303	4,971	28,449	34,649	104,652
PEOPLE							
School Estate							
Langlee Primary School	588	7,079	2,929	2	10,010	0	10,598
Broomlands Primary School	552	3,526	5,227	377	9,130	0	9,682
Complex Needs - Central Education Base	361	1,637	6	0	1,643	0	2,004
	6,561	20,869	8,162	379	29,410	0	35,971
TOTAL PEOPLE	6,561	20,869	8,162	379	29,410	0	35,971
CHIEF EXECUTIVE							
Sports Infrastructure							
Peebles 3G Synthetic Pitch	140	0	0	1,588	1,588	0	1,728
Jedburgh 3G Synthetic Pitch	11	62	787	3	852	0	863
Hawick 3G Synthetic Pitch	93	1,234	3	0	1,237	0	1,330
	244	1,296	790	1,591	3,677	0	3,921
Culture and Heritage							
Jim Clark Museum	24	171	902	386	1,459	0	1,483
Sir Walter Scott Court House - Phase 1	0	300	0	0	300	0	300
Sir Walter Scott Court House - Phase 2	200	80	50	760	890	1,590	2,680
Great Tapestry of Scotland - Building	435	5,515	0	0	5,515	0	5,950
	659	6,066	952	1,146	8,164	1,590	10,413
Economic Regeneration							
Central Borders Business Park	11	89	2,000	3,000	5,089	1,000	6,100
Newtown St Boswells Village Centre	0	16	20	20	56	1,000	1,056
	11	105	2,020	3,020	5,145	2,000	7,156
TOTAL CHIEF EXECUTIVE	914	7,467	3,762	5,757	16,986	3,590	21,490
TOTAL SBC	49,029	42,511	21,227	11,107	74,845	38,239	162,113

This page is intentionally left blank

PROJECTED BALANCES AT 31 MARCH 2017

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2016 and advises Members of the projected balances at 31 March 2017.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £7.082m at 31 March 2016. This reflects an increase of £1.444m from the draft revenue outturn projected position of £5.638m presented to Members on 7 June 2016 prior to the production of the unaudited accounts. The increase is as a result of the 2015/16 revenue underspend (£1.284m) along with some minor technical adjustments (£0.161m).
- 1.3 The Council's allocated reserve balance was £3.360m at 31 March 2016 which was a reduction of £0.361m from the draft revenue outturn projection of £3.721m. This decrease is as a result of CFCRs applied to finance capital expenditure in 2015/16.
- 1.4 The total of all useable balances, excluding developer contributions, at 31 March 2017 is projected to be £19.389m, compared to £31.163m at 31 March 2016. As the financial year progresses, earmarked balances to be carried forward to 2017/18 and future years will increase.
- 1.5 The projected balance on the Capital Fund of £4.739m will be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**
 - (a) Notes the unaudited 2015/16 revenue balances at 31 March 2016;**
 - (b) Notes the projected revenue balances as at 31 March 2017 as per Appendices 1 & 2; and**
 - (c) Notes the projected balance in the Capital Fund as per Appendix 3.**

3 ACCOUNTS AND FUNDS OPERATED BY THE COUNCIL

3.1 Income and expenditure relating to the Council's services are accounted for and financed through the following funds (as required or permitted by statute):

- (a) General Fund
- (b) Corporate Property Repairs & Renewals Fund
- (c) Insurance Fund
- (d) Plant & Vehicles renewals Fund
- (e) Capital Fund

3.2 The balances on these Funds represent the Council's useable reserves which at 31 March 2016, as per the final unaudited accounts, are reflected in the table below. Movements relate to the finalisation of the final unaudited accounts and include:

- (a) An increase in the General Fund as a result of the 2015/16 revenue underspend (£1.284m) along with some minor technical adjustments (£0.161m);
- (b) A decrease in the Allocated Balances as a result of CFCRs applied to finance capital expenditure in 2015/16; and
- (c) A year-end movement resulting in an increase to the Plant & Vehicles Renewals Fund.

	31/03/16 £m Draft revenue outturn (June report)	31/03/16 £m Final unaudited accounts (August report)
BALANCES		
Earmarked Balances (non DSM)	10.814	10.815
Earmarked Balances (DSM)	1.906	1.905
Allocated Balances	3.721	3.360
General Fund (Unallocated Reserve)	5.638	7.082
Corporate Property Repairs & Renewals Fund	0.102	0.102
Insurance Fund	1.321	1.321
Plant & Vehicles Renewals Fund	5.017	5.188
Capital Fund (exc. Developer Contributions)	1.391	1.390
	29.910	31.163

4 BALANCES AT 31 MARCH 2017

4.1 Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2017 on the General Fund and Appendix 2 shows the projected non-General Fund balances. The net effect is the useable General Fund balance after earmarked funds and allocated reserves is **£5.638m** at 31 March 2017 which is in line with the recommended level included in the Financial Strategy approved by Council.

- 4.2 The projections in the statement attached in Appendices 1, 2 and 3 are based on actual expenditure and income to 30 June 2016 and are summarised below with confirmed movement from the 2015/16 unaudited accounts position as at 31 March 2016.

	31/03/16 £m	2016/17 projection £m	Movement £m
BALANCES			
Earmarked Balances (non DSM)	10.815	1.727	(9.088)
Earmarked Balances (DSM)	1.905	0	(1.905)
Allocated Balances	3.360	3.818	458
General Fund (Unallocated Reserve)	7.082	5.638	(1.444)
Corporate Property Repairs & Renewals Fund	0.102	0	(0.102)
Insurance Fund	1.321	1.321	0
Plant & Vehicles Renewals Fund	5.188	5.532	344
Capital Fund (exc. Developer Contributions)	1.390	1.353	(37)
	31.163	19.389	(11.774)

- 4.3 The movements are as a result of:

BALANCES	Movement £m	Explanation of movement
Earmarked Balances (non DSM)	(9.088)	Drawdown of approved earmarked balances
Earmarked Balances (DSM)	(1.905)	No DSM earmarked balances approved for 2016/17 yet
Allocated Balances	458	Net impact of drawdown of reserves to support 2016/17 Financial Plan (£0.801m), CFCR applied (£0.025m) and £1.284m allocated to support IT Transformation
General Fund (Unallocated Reserve)	(1.444)	Allocation of £1.284m to support IT transformation and allocation of £0.161m to support 2016/17 Financial Plan
Corporate Property Repairs & Renewals Fund	(0.102)	Project fund will be fully utilised in 16/17
Insurance Fund	0	No movement
Plant & Vehicles Renewals Fund	344	Net increase in projected income
Capital Fund (exc. Developer Contributions)	(37)	Small decrease in projected capital receipts
	(11.774)	

- 4.4 The Corporate Financial Risk Register was considered at the Council meeting on 11 February 2016 and identifies potential risks which include failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. The accumulated financial risk in the Risk Register is assessed to be at £11.527m and the projected useable General Fund balance, at £5.638m, is sufficient to cover 49% of risks identified at that time. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.
- 4.5 Allocated balances have increased by £1.284m through the allocation of the 2015/16 revenue underspend to IT transformation. £0.801m has been released to support the 2016/17 Financial Plan as previously agreed by members and £0.025m CFCR has been applied. All movements are set out in the table below:

ALLOCATED BALANCES	31 March 2016 £m	Increase during 2016/17 £m	Released during 2016/17 £m	31 March 2017 £m
Children's Placements Financial Plan	0.270	0	(0.270)	0
General Financial Plan	0.322	0	(0.322)	0
Project funding from Police & Fire reserves	0.031	0	(0.031)	0
SB Cares (PVG checks)	0.052	0	(0.052)	0
Municipal Mutual	0.368	0	(0.126)	0.242
CFCRs not yet applied to capital 2014/15	0.228	0	(0.025)	0.203
Winter maintenance	0.650	0	0	0.650
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0.539	0	0	0.539
IT transformation	0.600	1.284	0	1.884
Total	3.360	1.284	(0.826)	3.818

- 4.6 Appendix 3 details the balances currently held in the Capital Fund. These balances are temporarily held in the Loans Fund and will attract interest at the end of the financial year. The Fund can only be used for capital purposes or to repay external debt.

5 IMPLICATIONS

5.1 Financial

There are no financial implications beyond those contained in the report and appendices.

5.2 Risk and Mitigations

The major risks associated with this report are that the level of projected balances proves to be inaccurate and/or insufficient. Service budget pressures (as identified in the General Fund Revenue Monitoring report) plus unexpected liabilities are the most likely sources of pressure on reserves. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular revenue and capital budgetary control reports to the Executive Committee. In addition, the Corporate Financial Risk Register is regularly reviewed by senior Finance staff and is considered by the Executive Committee at regular intervals.

5.3 Equalities

There are no adverse equality issues arising from the report.

5.4 Acting Sustainably

There are no economic, social or environmental effects associated with this report.

5.5 Carbon Management

There are no effects on carbon emissions associated with this report.

5.6 Rural Proofing

This report does not relate to a new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Schemes of Administration or Delegation as a result of this report.

6 CONSULTATION

- 6.1 The Corporate Management Team, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and any comments have been reflected in the report.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Suzy Douglas	Financial Services Manager 01835 824000 X5881
--------------	---

Background Papers:
Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Information on other language translations as well as providing additional copies can also be provided.

Contact us at sdouglas@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2017

	GENERAL FUND £'000's	GENERAL FUND (DSM) £'000's	GENERAL FUND (EAR-MARKED) £'000's	ALLOCATED RESERVES £'000's	TOTAL £'000's
Balance at 1 April 2016	7,082	1,905	10,815	3,360	23,162
Projected Income (RSG, NDR, Council Tax)	261,294				261,294
Projected Net Revenue Expenditure	(271,369)				(271,369)
Earmarked Balances from previous year	9,088	(1,905)	(9,088)		(1,905)
Earmarked Balances to future years	0	0	0		0
Allocation of 2015/16 underspend to IT transformation	(1,284)			1,284	0
Funding allocated Financial Plan Revenue	801			(801)	0
Funding unallocated Financial Plan Revenue	161				161
Drawdown of funding unallocated Financial Plan Revenue	(161)				(161)
Reversal of Culture CFCR (Vehicle Replacement Fund)	25			(25)	0
Projected Balance at 31 March 2017	5,638	0	1,727	3,818	11,183

This page is intentionally left blank

SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2017
(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	TOTAL £'000's
Balance at 1 April 2016	102	5,188	1,321	6,610
Projected Income	2,176	1,995	1,556	5,727
	<u>2,278</u>	<u>7,183</u>	<u>2,877</u>	12,337
Projected Expenditure	2,278	1,650	1,556	5,484
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2017	-	5,532	1,321	6,853

This page is intentionally left blank

SUMMARY OF CAPITAL FUND

	Balance as at 31/03/16 £'000	Balance as at 31/03/17 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	18	18
Technical Services	324	251
Education & Lifelong Learning	1,983	2,027
Planning & Economic Development	-	-
Social Work - Affordable Housing	556	599
Accrued Interest	491	491
Sub Total Developer Contributions	<u>3,372</u>	<u>3,386</u>
Capital Receipts	1,390	1,353
Total	<u><u>4,762</u></u>	<u><u>4,739</u></u>

This page is intentionally left blank

CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 AUGUST 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 7 June 2016 and sets out planned activity in the reporting period to November 2016.**
- 1.2 This is the sixth quarterly progress report since the Programme was established in February 2015.
- 1.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (rating them Red, Amber or Green) and sets out key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.
- 1.4 Given the clearly emerging overlaps and dependencies between Customer First, Digital Connectivity and ICT Change, it is proposed to bring these together into a single Digital Transformation Programme. The detail of this proposed new programme is covered in a separate item on this agenda.
- 1.5 The Borders Railway opened in September 2015, and is fast approaching its one year anniversary. Significant progress is being made across the Blueprint programme, including delivery of visitor marketing and inward investment activity. 700,000 passengers used the service in the first six months, 22% ahead of target.
- 1.6 Detailed performance reporting infographics for the following areas of work are set out in Appendices 2 to 3:
 - (a) Energy Efficiency
 - (b) Property and Assets

2 RECOMMENDATION

- 2.1 I recommend that Executive Committee notes the continued progress made in developing and delivering the Corporate Transformation Programme.**

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and Council agreed that quarterly monitoring reports would be considered by the Executive Committee.
- 3.3 This report forms the sixth quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since June 2016
 - (b) Planned work in the next reporting period to November 2016
- 3.4 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4 PROGRESS

- 4.1 Progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular highlights within the reporting period include:
- 4.2 ICT Programme – Significant progress has been made across all areas of the ICT Programme and all project streams are continuing to deliver against their individual plans. Specific areas of interest are:
- (a) Service Transition – Work to transfer the Council’s operational ICT and Digital services to CGI is progressing to plan with excellent commitment from both CGI and SBC staff to achieving a seamless transfer of services. CGI are well into their consultation period and discussions with Unions continue. Individual staff consultations are due to start mid-August.
 - (b) ERP – The Business World ERP implementation is well underway with designs signed off across all areas of the business and build activities continuing at pace. Cross functional teams are working well and delivery is on track.
 - (c) Digital Integration – The project has been delayed against the original plan due to challenges experienced with access to and configuration of the necessary technical environments. In parallel, the Council has also taken extra time to ensure that the requests for and the provision of data for testing complies with all relevant legislation and policies. These issues have now been resolved through effective multi-disciplinary team working between SBC, CGI and Agilisys. Digital Integration is being delivered in three phases: Phase 1 Citizen Account and Revs & Bens integration, Phase 2 Jadu website forms integration and Phase 3 Environmental Reporting. The time spent resolving these issues has led to a potential delay in the forecast go live of the first phase to deliver the citizen portal which underpins much of the delivery of the following phases. This first phase is currently being re-planned and the impact assessed; there are a range of options available to allow delivery of Phase 1 in stages that will fit effectively with the annual cycle of Council Tax

Billing. Whilst a final project plan is to be agreed at this point the delay is not expected to lead to a delay in the overall delivery of the project ie Phases 2 and 3 will be delivered by 31 March 2017 as planned.

4.3 Transport

- (a) The Community Transport Hub (Borders Community Transport Services) continues to develop with an increasing number of clients coming through the Hub to gain access to health and social services. In June the Hub won Accessibility Project of the Year 2016 at the Scottish Transport Awards.
- (b) A Transport Seminar was held in Jedburgh Grammar School at the beginning of June 2016 to explore transport issues and access to services in the Cheviot area. An action plan has been developed and this is being taken forward by the Strategic Transport Board.
- (c) The Bus Services Review consultation has now commenced in partnership with Bus Users Scotland. Public consultation events have taken place in Ayton and Hawick in July 2016.

4.4 Railways Programme

4.4.1 The main focus of work has been to progress projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning.

4.4.2 Some general points of progress are summarised below:

- (a) Appointment of Inward Investment Project Manager.
- (b) Delivery of a six week ScotRail/ Rabbies 'Beautiful Borders Tours' Visitor Experience Pilot, which is now running commercially with daily tours from the Galashiels Transport Interchange.
- (c) Appointment of ScotRail Borders Railway Development Executive.
- (d) Approval of EXPO 2016 and Wrapped Train PR Project.
- (e) Approval of Borders Railway Steam Train Experience 2016, from Sunday 7 August 2016 for eight weeks (two steam services per Sunday), with five 'add-on' tours for each of the 16 trains to Borders attractions.
- (f) Communications Plan for 2016 - PR Company appointed in May 2016.
- (g) Business Insider Inward Investment Event delivered on 20 May 2016.
- (h) Steam Train 2016 announcement in June 2016.
- (i) Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016.

4.5 Children and Young People

- 4.5.1 The Children & Young People Transformation Programme continues to make good progress towards achieving the required service re-design and savings.
- 4.5.2 The review of the Children & Families Social Work Service is underway with good governance arrangements in place. This review requires an analysis of current arrangements as well as taking into account how these new structures will support the ambitious improvement plans in place for the Service. Staff have been involved in a series of workshops and briefings to gather their views on what works well and what could be done more efficiently. The views of staff and trade unions, alongside the outcome of the People Planning process for this service, will all form part of the final outcome. A draft report of options has been prepared and is being considered by Service Directors. It is hoped that the review will be complete in September with implementation planned thereafter.
- 4.5.3 The Business Support & Administration Review in schools is progressing well. Staff have been updated on the outcome of recent workshops and Head Teachers, Depute Head Teachers and Principal Teachers were all invited to participate in a survey to gather their views. The survey was issued to 278 stakeholders: all Headteachers, Deputy Headteachers and Principal Teachers across the 62 Primary and 9 Secondary schools. There were 73 responses in total (26% of those issued) – 46 from High Schools, 27 from Primary Schools and the feedback received will be very helpful to the review. High level options for structures and new ways of working are being examined at present and staff will be kept up to date with progress of these. Options will be considered in more detail once schools are back from the Summer break with a view to finalising proposals around October with implementation planned for no later than December.
- 4.5.4 The School Estate Review is gathering momentum and proposals for next steps will be presented to Council in September 2016. Current tasks include planning for pre-consultation in some school communities and statutory consultation in others.

4.6 Co-Production

- 4.6.1 The co-production project is coming to a conclusion. A co-production policy and toolkit has been developed on schedule and has recently been agreed and adopted by the Council and Community Planning Partnership Strategic Board.
- 4.6.2 The toolkit has been published and an e-learning module has been developed and is now live.

4.7 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 3 and focus on:

- (a) Energy Efficiency
- (b) Property and Assets

4.8 Proposed Digital Transformation Programme

- 4.8.1 Given the overlaps that are now becoming clear between the ICT, Customer First and Digital Connectivity elements of the Corporate Transformation Programme, it is proposed that these strands be brought together under a single Digital Transformation Programme to ensure better co-ordination, avoidance of duplication and the more effective use of resources.
- 4.8.2 A separate report on this agenda describes this proposed new programme in more detail.

5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 5.1 An updated Communications Strategy for Corporate Transformation is in place. This has a particular focus on internal communication with staff to support positive change going forward. A large scale Senior Managers' Event took place on 27 June 2016 at Eildon Mill with 130 managers in attendance. The aim of this event was to bring managers fully up to date with the programme and how it fits in with the wider Council vision and highlight the fundamental role they have in communicating with their staff. The event was a success with very positive feedback received and further engagement plans are in progress.
- 5.2 At this event, managers were provided with a communications toolkit which includes key messages, discussion prompts and corporate narrative for Scottish Borders Council. A new visual was also introduced for the programme to support internal communication and help staff recognise the linkages across the programme with the wider Corporate Priorities and vision for the Council. Senior Managers are being provided with new monthly updates to share with their teams and are being encouraged to have conversations with staff about the updates. They will feed information back to CMT every month to allow communications to be refined to be as effective as possible. Two-way communication is being encouraged through this mechanism and via the transformation mailbox and any ideas; suggestions and/or examples of good practice from staff/teams will be published in the monthly briefings and other corporate publications to inspire others.
- 5.3 The Trades Unions continue to consider the most up to date tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes, and programme leads, as they are required.

6 REPORTING

- 6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1. The areas of work are aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.

7 FINANCE

- 7.1 The Corporate Transformation Programme is critical in achieving many of the savings in the Financial Plan. Following the approval of the 2016/17-2020/21 Financial Plan in February 2016, the level of savings to be delivered across the Transformation Programme during the 5-year period are £23.113m. Of this, £7.966m will be delivered in 2016/17. Progress in the delivery of in-year savings is reported quarterly as part of the Revenue Monitoring process to Executive Committee.
- 7.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 7.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

8 IMPLICATIONS

8.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. Business cases with return on investment information are being developed for the projects and activities within the programme as appropriate.

8.2 Risk and Mitigations

Whilst good progress continues to be made building on the work over the past two financial years, the Corporate Transformation Programme is extremely complex. Over the next 12 months, the scale of the work and the level of change involved across the organisation will become increasingly challenging and intense bringing significant risk to the delivery of activity, savings and service benefits. To mitigate this, robust risk management is being applied both at programme level and at individual programme/project level. Each project requires to have appropriate risk registers and these are monitored on at least a monthly basis. An overall Corporate Transformation Register is held and reviewed on a monthly basis. Finally the programme is a standing item on the Monthly CMT Away Day Agenda when progress is reviewed along with delivery of the Financial Plan and monthly Performance Management data.

8.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

8.4 Acting Sustainably

The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

8.5 Carbon Management

The programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

8.6 Rural Proofing

This will be undertaken within the programme where appropriate.

8.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

9 CONSULTATION

- 9.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and the comments received have been incorporated into the final report.

Approved by

Rob Dickson

Corporate Transformation & Services Director

Signature

Author(s)

Name	Designation and Contact Number
Andrew Medley	Portfolio Manager - 01835 825267
James Lamb	Portfolio Manager - 01835 825392

Background Papers: Nil

Previous Minute Reference: Scottish Borders Council, 12th February 2015.

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

Contact us at James Lamb, Portfolio Manager, Programme Office, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825392 or – email jlamb@scotborders.gov.uk.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Updated: 09/08/16

Appendix 1

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Brian Frater

Priority 2: Improve attainment & achievement levels

Children & Young People		Donna Manson
-------------------------	---	--------------



Priority 3: Provide high quality support, care and protection

Adult Services		Susan Manion
----------------	---	--------------

Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
Digital Connectivity		Rob Dickson / Douglas Scott

Priority 5: Maintain and improve our high quality environment

Waste Management Plan		Jenni Craig
Energy Efficiency		David Robertson

Priority 6: Develop our workforce

Workforce Transformation		Rob Dickson / Clair Hepburn
--------------------------	---	-----------------------------

Priority 7: Develop our assets and resources

Property & Assets Programme		Martin Joyce
-----------------------------	---	--------------

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Susan Manion
Customer First Phase 2		Jenni Craig
Business Process Re-engineering		David Robertson
ICT Change Programme		Rob Dickson

Key:



Critical issues to be reviewed by CMT





Some issues to be managed by Project Team



No issues to report


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.		<p>Progress Update: Status is Green because key Milestones have been achieved:</p> <ul style="list-style-type: none"> • Steam Train Experience announcement in June 2016. • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016. • Approval of Tweedbank Customer Hub proposal in July 2016. • Development of Borders Railway corridor Masterplanning Programme in July 2016. 	<ul style="list-style-type: none"> • Follow-up EXPO travel trade enquiries. • Agreement on feasibility study for line extension. • Final approval of Tapestry project. • Completion of 1 year anniversary review.
Brian Frater / Tim Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		<p>Progress Update: Status is Green because key milestones have been achieved:</p> <ul style="list-style-type: none"> • Bus Subsidy Review – Consultation on services and proposals have commenced. • Community Transport Hub – Hub continues to develop and with journeys through the Hub increasing. Smarter Choices funding has been secured for development officer and additional resource to develop the Hub through 2016/17 and start work with NHS Borders on facilitation of discharge from BGH and Community Hospitals. Community Transport Hub has been shortlisted in 3 categories in the Scottish Transport Awards 2016. • Cheviot Area Transport Event was held in Jedburgh Grammar School at the beginning of June to explore transport issues and access to services in the Cheviot area. An action plan has been developed and this is being taken forward by the Strategic Transport Board. • Car Club Feasibility Study commenced. • Joint contract management arrangements with NHS Borders still being finalised. Savings and benefits coming through the framework not yet fully identified. 	<ul style="list-style-type: none"> • Bus Subsidy review – Complete consultation on bus services and proposals, finalise new bus service proposals. • Community Transport Hub – Recruit development worker and implement additional resource and approach with NHS Borders for facilitating discharge from Hospitals. • Progress to finalisation of Joint Transport contract management arrangements with NHS Borders. • Car Club Feasibility study finalised and presented to Strategic Transport Board.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson / Janice Robertson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.		<p>Progress Update: Status is Green because the following milestones have been achieved:</p> <ul style="list-style-type: none"> Schools Business Support & Administration Review – A series of staff briefing sessions in schools were held throughout June updating staff on workshop highlights and next steps. A stakeholder survey for SLO's, Head Teachers, Deputes and Principal Teachers had a good response rate and findings are being analysed. A request to complete a Job update form has been sent out to each member of staff in scope with a return date likely to be around early September. High level options for structures and new ways of working are being prepared. Additional Special Needs (Inclusion for All) – work to implement the new model for Complex Needs and SEBN provision is complete in time for the new school session in August with staff allocated accordingly. Early Years – preparation for the allocation of staff based on need following the admissions process is complete. Redesign of Children & Families Social Work Service – Various review work and analysis has been carried out, including examination of key legislation and the role of the teams, as well as consideration of the impact of the recent Care Inspectorate Report of Services for Children and Young People in the Scottish Borders. High level options for structures and new ways of working are being prepared. School Estate Review – Findings of the recent pre-consultation exercise are being collated. 	<ul style="list-style-type: none"> Schools Business Support & Administration Review – Agreement on new structures and models will be complete, including consultation with staff, head teachers and trade unions. New job descriptions will be prepared and graded and job matching panels arranged. Staff-led working groups will be underway to streamline working practices and processes. Additional Special Needs (Inclusion for All) – The target of reducing the service by 40FTE should be realised. Redesign of Children & Families Social Work Service – Agreement on new structures and models will be complete and implementation underway. School Estate Review – Draft proposals (including statutory consultation) will be actioned following an August report to Council.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 3: Provide high quality support, care and protection


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		<p>Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered. Focus is now on delivering the balance to achieve the full year savings.</p> <ul style="list-style-type: none"> • Business cases are in place for all savings areas. • Regular financial monitoring meetings are in place which include colleagues from NHS • Funding applications have been submitted to Integrated Care Fund (ICF) and bids made to IJB to utilise Social Care Funding (SCF) to mitigate impact of increased demographics and impact of the introduction of the Living Wage. 	ICF funding bids submitted and approved by Executive Management Team. Detail in place to achieve full year financial savings.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Monthly meetings are taking place with all Cheviot Elected Members re opportunities and issues within the Cheviot Locality. The focus so far this quarter has been developing the Jedburgh CARS Regeneration Funding Bid • Asset & Estate Rationalisation: Elected Members have met with Senior Officers to explore asset and estate rationalisation. An outline plan and timetable for Cheviot Assets & Estate has been approved by Cheviot Elected Members • Economic Development: Elected Members have met with Chief Officers, Economic Development to discuss opportunities within Cheviot and to develop a specific action plan for Cheviot. A CARS regeneration bid for Jedburgh is being progressed by the Economic Development Team, with an evening workshop held on 20th June 2016 to gain views and ideas from representatives of the community • The draft Cheviot Locality Plan is being worked up by graphics to enable us to take a draft document out to the Cheviot community and stakeholders for discussion • A Cheviot Extract from the Strategic Assessment has been undertaken and the Cheviot Area Profile completed, including a summary infographic which highlights key findings • Following the Transport Seminar held in early June, a draft Transport Action Plan is being presented to the CPP Community Transport Board for adoption and action. The draft action plan includes ideas for improving linkages to Borders Railway, improving access to Borders College, car clubs, smart ticketing and multi-transport apps and display boards". 	<ul style="list-style-type: none"> • Evaluate Cheviot Localities Pilot to date • Begin the Locality Planning process for the other 4 localities • Progressing the CARS Regeneration Funding project if the bid is successful • Publish Register of Assets and Estates in each locality • Attend Area Forums to present overview of Community Empowerment Act

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


Rob Dickson / Douglas Scott	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Considerable advocacy work continues to take place with the Scottish & UK Governments, Community Broadband Scotland, BT and Mobile Telephone operators to formulate solutions to improve both broadband and mobile connectivity in the Borders. 	<ul style="list-style-type: none"> • Advocacy work will continue.
-----------------------------	----------------------	--	--	---	--

5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / Ross Sharp-ent Page 218	Waste Management Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Meetings of the Member-Officer Working Group (MORG) and Waste Project Board continue to take place. • Responses from Phase 1 of the stakeholder engagement process analysed and feedback provided to the Project Board and MORG. • Report presented and approved by Council on 29 June 2016 recommending sign up to the Scottish household Waste Charter. • Following Council sign up to the Waste Charter work has recommenced on the Kerbside collection options appraisal work with Zero Waste Scotland. • Work continues on development of new Waste Transfer Station (WTS) and landfill closure. • Pre-Planning application for the new Waste Transfer Station submitted to planning dept. • Work continues on the development and delivery of a procurement strategy for Residual Waste, Dry Mixed Recyclate and Garden Waste. • Household and trade collection route optimisation work continues in the Berwickshire area. 	<ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. • Commence work on Community Recycling Centre opening hours review. • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate. • Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works. • Introduce Community Recycling Centre Trade Waste Access Policy. • Deliver route optimisation pilot in Berwickshire. • Submit Waste Transfer Station planning application.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

				<ul style="list-style-type: none"> • Preparation for the Community Recycling Centre Trade Waste Access Policy undertaken including staff training etc. • Selkirk Community Recycling Centre reconfigured as part of Selkirk flood defence scheme. Site re-opened on 25th July 2016. 	
--	--	--	--	---	--

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Chris Richardson Page 219	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • HQ Window replacement has been completed Phase 2 • Lighting replacement programme has started in schools • Funding for Salix has been allocated for Year 1 	<ul style="list-style-type: none"> • Works to the majority of lighting upgrades in schools will be complete • Initial survey for Solar Panels to have started. • Additional workstreams for Salix funding for either year 1 or year 2 identified and viability assessed. • Additional resources to be secured through recruitment.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 6: Develop our workforce


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Clair Hepburn / James Lamb	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver an employee benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.		<p>Progress Update: Status is Green as work is progressing on track. Plans are being developed for future years savings.</p> <ul style="list-style-type: none"> • People Planning work is progressing with the majority of services now engaged in the process. • The Staff Benefits Scheme roll-out is progressing well - In the first phase of the Home Technology and Smartphone Schemes there were 302 orders. The latest window opened on 2nd May and runs to 3rd June and, to date there have been 31 orders. In terms of the Car Salary Sacrifice scheme, 44 orders have been approved to date. 33% of staff have registered on the benefits portal. • Work underway to support services to achieve a proposed target for a reduction in Business Mileage including the introduction of a Corporate purchase scheme for train tickets. 	<ul style="list-style-type: none"> • Work on the People Planning process will continue with a view to completing the 1st cycle of the process in September, in time for the 17/18 financial planning process. • Staff Benefits roadshows continue to be delivered in the localities to demonstrate the extranet site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site. • Work will continue on developing the project to support the reduction in business miles and the corporate rail ticket purchase scheme will be launched.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Priority 7: Develop our assets and resources



Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / James Lamb	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> Plans are in place to achieve Property & Assets savings in the current year. Plans will be developed to deliver future years financial savings and these will be presented, in outline, to CMT in September. Decision taken to accelerate the Street Lighting Energy Efficiency Programme. 	Work continues to achieve current year property savings and to identify property savings in future years.

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Information Management	Deliver information sharing requirements across partners.		<p>Progress Update: Status is Green because: Most work is progressing on track, although there are some resource issues around the project for future stages as well as an issue around gaining responses from the business as part of the Information Audit.</p> <p>Project Initiation Complete covering:</p> <ul style="list-style-type: none"> Project Plan, Approach and governance approved Revised and published Information Governance Policy Revised and implemented Information Governance Structure Revised Risk Management Strategy for Information Governance and begun implementation Information management document and monitoring procedure Revised Training and Awareness Campaign package to promote best practice and compliance at all levels 	<ul style="list-style-type: none"> Begin roll out of Training and Awareness Campaign to include: Revision of SBLearn Data Protection Training Creation of Awareness Materials Information Management Open Day Implementation of role specific Level 3 training around Security and Information Asset Register <p>Completion of Stage 2: Information Security to include:</p> <ul style="list-style-type: none"> Incident Management Testing and Final Approval Revised Information Security Policy and guidance Completion of Data Sharing Procedures and Guidance <p>Completion of Stage 3: Information Assets to include:</p> <ul style="list-style-type: none"> Information Asset Survey Completion of Information Asset Register

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016


				<ul style="list-style-type: none"> Revised the Incident Management Procedure Began an Information Audit to compile an Information Asset Register (IAR) 	<ul style="list-style-type: none"> Information Asset Data Request Business Registers Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure
--	--	--	--	--	--

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / Stephen Roy / Graeme McMurdo	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> Roads business case being developed. Integrated Trust went live as planned on 1st April 2016. SB Cares is up and running and progressing to business plan. 	<ul style="list-style-type: none"> Way forward agreed from Roads business case. Continue to scope out other areas of the programme. Establish more detail on where financial savings will come from and when.
Gaine Serrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		<p>Progress Update: Status is Green because work has commenced on time in the development of a co-production policy.</p> <p>June 2016</p> <ul style="list-style-type: none"> CPP Strategic Board agreed the content of the toolkit and to adopt it under the banner of the CPP Community Engagement Framework E-learning module developed and live Toolkit published on CPP page of SBC website. 	<ul style="list-style-type: none"> Launch toolkit and publicise to staff Beginning monitoring of use/ awareness of toolkit


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Sandra Campbell	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Strategic Plan approved and published on schedule. • Commissioning & Implementation (C&I) Plan (first draft for engagement) approved by the Integrated Joint Board (IJB.) • Scheme of Integration ratified by Scottish Government and published with Strategic Plan. • IJB operational from 1st April 2016. • Performance Monitoring Framework draft presented to IJB with further update including recent performance data, going to IJB in August. • Locality plan development is now underway with an agreed project plan now in place. • The IT project has developed recommendations for the delivery of an information sharing solution which is being taken to the EMT and IJB in August. <p>Six monthly return to Scottish Government re progress and spend on the Integrated Care Fund projects. Terms of reference for the formal establishment of a Joint Staff Forum and Public Partnership Forum, as part of the IJB governance structure, is also being taken to IJB in August for formal approval.</p>	<ul style="list-style-type: none"> • Corporate Services requirements workshops start. • Information gathering and stakeholder engagement for localities plan development. • The next stage of development of the C&I plan will now commence, a process of targeted engagement, the feedback from which will be reviewed and analysed by the H&SC management team who will expand and drill down into service areas to shape delivery.


Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

<p>Jenni Craig / Graeme Dobson</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 224</p>	<p>Customer First</p>	<p>Continued roll out and development of modern customer services across the Council.</p>		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • eBenefits has been implemented fully after conclusion of testing (Soft Launch). Uptake in first two months has been extremely positive. 50% of all new applications have been made on line. • All workstreams are progressing as planned except for End to End Fault reporting which will be taken care of by the Agilysis digital integration programme. • Work to prepare for going live with new Government eBuilding Standards Portal is on track and SBC will be one of the "early adopters" ahead of the actual national Live date. • Social Work Customer Services project continues to progress. Agreement was reached on new options for Social Work via 0300 phone line. A request has now been submitted to CS Development for the work to be completed and for Comms to record the required new messages. • Equalities Impact Assessment completed for ePlanning project. 	<ul style="list-style-type: none"> • Hard launch of eBenefits will continue seeing to maximise uptake of on line capability. • New options will be added to 0300 Customer Services number giving more accurate and wider choice for Social Work. • SLA expected to be agreed between Customer Services and Social Work. • CRM scripts for CSA's answering Social Work calls to be finalised. • Link to be created between Localities and post codes held on CRM (IT to create by end of July) • Review of Social Work Adult Services web content to be completed. • Equalities Impact Assessment to be completed for eBuilding Standards project.
--	-----------------------	---	--	---	--

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Martin Brims	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Most of the Corporate Transformation programme activity will involve process re-design to find better, more efficient, ways of doing things. Business Process Re-Design work is well underway in Customer First (Fault reporting, E-building Standards, E-Benefits, Transfer of Social Work Duty Hub to Customer Services), Health and Social Care Integration and Children and Young People (Business Support). BPR work across the Programme will accelerate over the coming months - and across all services - in relation to the delivery of the ICT Change Programme - in particular, around ERP and Digital Platform implementation. • A programme of Continuous Business Process Re-design using LEAN/Six Sigma is being rolled-out in the coming months to support transformation activity across the Council. This will ensure that BPR skills are developed and transferred across the business. 	<ul style="list-style-type: none"> • Plan and implement detailed BPR work to support the implementation of the Enterprise Resource Planning (ERP) system and Digital Services Platform. Continue to progress LEAN/Six Sigma activity.

Corporate Transformation Programme Tracker For Executive Committee as of 31 July 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Bill Edwards	ICT Change Programme	IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.		<p>Overall Status is Amber due mainly to uncertainty at this time of the impact of re-planning the Digital Integration project.</p> <p>Service Transition to CGI is on track</p> <ul style="list-style-type: none"> • Consultation between CGI and Unions commenced • Service Management processes agreed • Service requests catalogue agreed <p>Business World ERP project is on track</p> <ul style="list-style-type: none"> • ERP PID agreed • Test Strategies agreed • Design completed • Build work is on track • Test planning is on track <p>Digital Integration project phase 1(Citizen Account and Revs & Bens integration) is delayed and in re-planning. Impact being analysed but not currently expected to affect phase 2 (Jadu website forms integration) and phase 3 (Environmental Reporting) of the project.</p>	<ul style="list-style-type: none"> • Complete re-plan of the Digital Integration workstream and confirm impact of delays (if any) – 19/08 • Digital integration first phase live – currently 01/10 (Date expected to be later as a result of re-planning) • Complete knowledge transfer activities with CGI - 16/09 (On track) • Complete Staff Consultation (On track) • Service Transfer to CGI - 01/10 (On track) • ERP configuration complete – 31/08 (On track) • ERP User Acceptance Testing commences – 01/10 (On track)

05

MAINTAINING AND IMPROVING OUR HIGH QUALITY ENVIRONMENT

CORPORATE TRANSFORMATION PROGRAMME

ENERGY EFFICIENCY

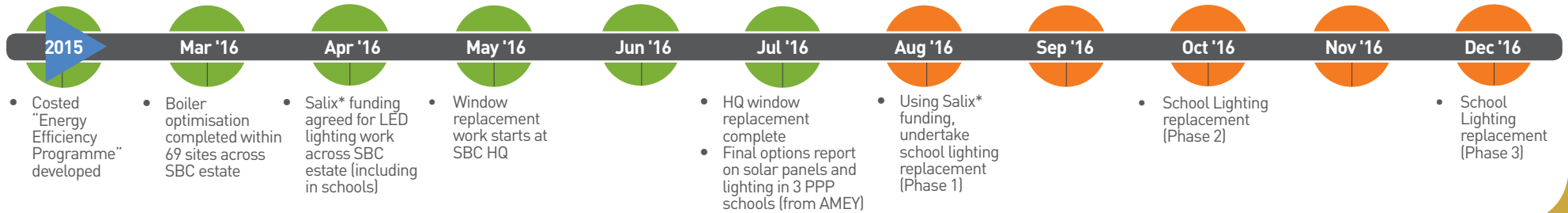
Implement “spend to save” energy efficiency schemes across the Council estate.

Financial Plan savings (2016/17 to 2020/21)

£556k Total required
£88k During 2016/17



Key Milestones



Page 227

PPP= Public Private Partnership (Berwickshire, Earlston and Eyemouth High Schools, managed by AMEY)

Our Performance

SBC Energy Consumption

47,099 kWh in 2015/16
down from 53,149kWh in 14/15
(**182.98 kWh per m2**)
(down from 208.4kWh per m2)

SBC Tonnage of Co2

2012/13	16818
2013/14	15161
2014/15	19207
2015/16	16451*

SBC Energy Spend

£3.185m in 2015/16
down from £3.65m in 14/15
(**£12.37 per m2**)
(down from £14.31 per m2)

SBC Carbon Tax liability

2012/13	£202k
2013/14	£182k
2014/15	£315k
2015/16	£263.2k*

Programme highlights

- Our boiler optimisation work should see us save **£62,538** per year, based on industry standards.
- SBC is currently negotiating with installers for lighting replacement at HQ, as well as having around **10-15 sites** surveyed to assess suitability for Solar Panels.
- The **Salix Recycling Fund** aims to increase capital investment in energy efficient technologies across the public sector. It is a ring-fenced fund with capital provided by Salix, and matched by the partner organisation, to be spent on energy saving projects with paybacks of less than 5 years. The financial savings delivered by the projects are returned to the fund allowing further spending on front line services, hence the term ‘Recycling Fund’. SBC is developing a programme of works suitable for Salix funding.

* As well as properties transferring to SB Cares, we pre-purchased Carbon tax credits which have resulted in reduced costs. It is anticipated that we will see a further reduction in 16/17 as the Cultural services properties were transferred to LiveBorders.



This page is intentionally left blank



07

MAINTAINING AND IMPROVING OUR HIGH QUALITY ENVIRONMENT CORPORATE TRANSFORMATION PROGRAMME

PROPERTY AND ASSETS

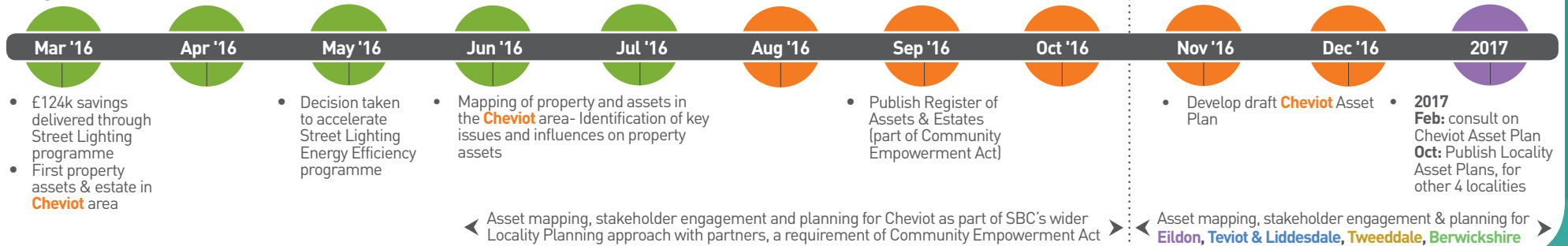
Work jointly with Community Planning Partners to pursue opportunities around estate rationalisation and co-location, and identify specific targets for energy efficiencies.

Financial Plan savings (2016/17 to 2020/21)

£2,454k Total required
£345k During 2016/17



Key Milestones



Page 229

Our Performance: SBC Property

Property Footprint (m2)

257,402 operational
(254,944 in 14/15)

341,117 all buildings
(341,396 in 14/15)

This changes on a monthly basis for a variety of reasons. As well as market conditions, service requirements and our capital programme added to operational buildings e.g. Earlston East End, Galashiels Transport Interchanges, and new schools.

Operational buildings

49.3*% are in satisfactory condition
(down from 86.9% in 14/15)

85% are suitable for their current use
(down from 86.7% in 14/15)

* Re-assessment of the School Estate for the first time in 5 years has resulted in a downgrading of a number of properties from category B (satisfactory) to C (Poor)

Other Assets

LED lanterns installed to date

8400 as of end June 2016
(2600 end march 2015)

SBC Electric Vehicles

11 cars (6 in 14/15)
0 refuse collection (1 in 14/15)
4 goods vehicles (3 in 14/15)

Programme highlights

Spending on our **Street Light Energy Efficiency Programme** has been brought forward to allow for faster installation of replacement LED lanterns, which are more energy efficient and reliable. The first phase will be complete by 2018, 2 years earlier than originally planned, reduced spending on energy, on carbon tax and on maintenance.

Plans have been established and work is underway with partners to develop **Property & Asset Plans**

for the five localities as part of the wider Locality Planning Process. (see Key Milestones above)

Thanks to Transport Scotland funding, employees within SBC and Live Borders now have access to a small fleet of **electric cars**. As well as the obvious environmental benefits, electric vehicles can save money, with fuel costs of three to four pence per mile compared to 10 pence per mile for the average family car.



This page is intentionally left blank

DIGITAL TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 AUGUST 2016

1 PURPOSE AND SUMMARY

- 1.1 This report proposes the establishment of a new Digital Transformation Programme within the Council's Corporate Transformation Programme.**
- 1.2 As stated in the report to Council on 10th March 2016 entitled ICT Review, ICT and new technology is the foundation for our future and as a result is at the heart of the Council's Corporate Transformation Programme.
- 1.3 It is proposed that a new Digital Transformation Programme brings together three currently separate Programmes that were instigated in October 2014:-
- (a) Customer First: focused on improving the customer experience of which a significant element is developing new digital services which customers choose to use.
 - (b) ICT: over the past 18 months, focus of this Programme was on the ICT review to enable the Council to decide on the way forward with its ICT Service. This review is now complete with transfer of ICT to CGI taking place on 1st October 2016. Activity has changed from review to implementation of major ICT initiatives as agreed under the CGI contract.
 - (c) Digital Connectivity: focused on improving broadband and mobile connectivity across the Scottish Borders.
- 1.4 Running Digital Transformation as a single Programme will allow shared activity to be managed more effectively, synergies to be exploited and investment/resourcing decisions to be better co-ordinated.
- 1.5 The change to a single Digital Transformation Programme does not affect governance of the Corporate Transformation Programme. The new Digital Transformation Programme will be one of the, now, fifteen Programmes and report into the Corporate Transformation Programme.

- 1.6 The Digital Transformation Programme is a broad Programme delivering significant change that will address every one of the eight priorities within the Council's Corporate Plan.
- 1.7 Extensive work is underway to define the Programme and bring together the governance of a range of projects already underway alongside new projects.

2 RECOMMENDATION

- 2.1 **I recommend that Executive Committee agrees to the creation of the new Digital Transformation Programme.**

3 BACKGROUND AND CURRENT PROGRAMMES

- 3.1 In February 2015 Council agreed to the establishment of the Corporate Transformation Programme and the structure that remains in place. Proposals in this report do not change the overall structure or operation of the Corporate Transformation Programme.
- 3.2 As stated in the report to Council on 10th March 2016 entitled ICT review, ICT and new technology is the foundation for the Council's future and as a result is at the heart of the Council's Corporate Transformation Programme.
- 3.3 Up until now, SBC has been running three separate Programmes concerned with Digital Transformation:-
- (a) Customer First: focused on improving the customer experience of which a significant element is developing new digital services which customers choose to use.
 - (b) ICT: over the past 18 months, focus was on the ICT review to enable the Council to decide on the way forward with ICT. This review is now complete with transfer of ICT to CGI taking place on 1st October 2016. Activity has changed from review to implementation of major ICT initiatives as agreed under the CGI contract.
 - (c) Digital Connectivity: focused on improving broadband and mobile connectivity within the Scottish Borders.
- 3.4 The contract with CGI was signed in March 2016 and transition of SBC's ICT service to CGI is on schedule for delivery on 1st October 2016. In addition a number of transformative ICT projects as specified in the contract are well underway. For example, the Enterprise Resource Planning (ERP) project is underway and will provide the Council with a single system for HR, Procurement and Finance with highly efficient processes. Also the Digital Integration project is underway and will provide new online facilities for customers to deal with council tax and for environmental reporting.

4 REASONING BEHIND CREATION OF THE DIGITAL TRANSFORMATION PROGRAMME

- 4.1 The main focus over the past 18 months has been on the review of our ICT provision and establishing the contract with CGI, this was governed by the ICT Programme Board.
- 4.2 Over this period work continued on improving digital services to customers including the updated and refreshed SBC web site which was managed by the Customer First Programme board.
- 4.3 Work also continued on improving mobile and broadband services within the Scottish Borders, and this was led by the Digital Connectivity Programme Board.

- 4.4 The signing of the contract with CGI has changed, quite correctly, the focus of the Council around ICT. There are now many more cross-cutting initiatives that are underway, rather than relatively discrete areas of activity. CGI are focussed on adding value across all these areas of activity. This leads to many more dependencies between the Programmes, certain staff having to work on all three of the Programmes, and clear communication requirement to ensure staff are up to date with the work of all three Programmes. In some instances, the same service directors are required on the Programme boards of each Programme. This is proving to be an unnecessarily complex way to govern this work.
- 4.5 It is proposed that the work of these three Programmes will be brought under a single Programme, the Digital Transformation Programme lead by the Corporate Transformation and Services Director. Appendix 1 shows the proposed governance structure for the Programme.
- 4.6 A Programme Co-ordinator, Stephen Roy, has been appointed.
- 4.7 The new structure will lead to simpler governance, more effective use of resources and greater ability to manage dependencies between projects.

5 KEY THEMES OF THE PROPOSED DIGITAL TRANSFORMATION PROGRAMME

- 5.1 The Programme will be broken down into four themes.
- 5.2 The ICT Service Transfer theme is concerned with transferring responsibility for the Council's ICT service to CGI and initial contract management thereafter. The service will be transferred on 1st October 2016.
- 5.3 The Enterprise Resource Planning (ERP) theme will deliver a modern, efficient Finance, HR and Procurement operation through adoption of a single system to replace three existing systems and using these systems to move to highly efficient back office processes. The ERP system will go live on 1st April 2017.
- 5.4 The Digital Customer theme will deliver online services that meet the needs of customers so that the digital channel becomes the channel of choice. Initial priorities are on-line Council Tax and e-billing (October 2016) and environmental reporting (April 2017). The theme will also include working alongside partners to ensure that citizens of the Scottish Borders have the skills, knowledge and access to make the best use of digital technology to enhance their lives and their community.
- 5.5 The Digital Connectivity/Economy theme will co-ordinate the initiatives with partners, service providers and national bodies necessary to meet the Council's ambition that wherever someone is located in the Scottish Borders, they should be able to access mobile telephony and superfast broadband for business and personal use. The theme will also involve attracting investment to the Borders to improve our digital infrastructure alongside attracting businesses to the Borders because of its first class digital infrastructure.

6 DIGITAL CONNECTIVITY

- 6.1 The report on Broadband Improvements to Executive Committee on 7th June 2016 highlighted the work that is ongoing to deliver on the Council's ambition that wherever someone is located in the Scottish Borders, they should be able to access superfast broadband for business and personal use.
- 6.2 While there has been progress towards this aspiration, the report also highlighted that there is still a clear inequity between the digital connectivity in more densely populated areas and that available in rural areas like the Scottish Borders.
- 6.3 The Digital Scotland Superfast Broadband (DSSB) Programme is to increase superfast broadband connection to about 93.8% of premises in the Scottish Borders. It is likely to mean that around 6% of premises, mainly in remoter rural areas, will not be connected to Superfast Broadband enabled infrastructure.
- 6.4 For premises that are connected to DSSB, a proportion of these will not be able to take advantage of the new services because they are too distant from a superfast cabinet.
- 6.5 The Scottish Government will look deliver Superfast Broadband to as many premises as possible but will also look to exploit new technologies to make the DSBB Programme go further alongside exploring the use of other broadband technologies such as wireless and satellite to provide faster broadband.
- 6.6 CGI will work with its infrastructure partner, Commsworld, to deliver additional superfast broadband to our high schools, and will also showcase the art of the possible for communities and businesses. This could have a positive impact on the services available to businesses and households.
- 6.7 The Mobile Infrastructure Project (MIP) has delivered two new masts in areas of the Scottish Borders that have poor mobile reception. Mobile providers now need to put their equipment onto these masts so that customers can receive an improved service. Suppliers have plans to do this in August.
- 6.8 The emergency services mobile provision rollout with EE will also provide additional mobile reception in the next few years for service out-with emergencies.

7 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 7.1 Activities from each Digital Transformation project including news, updates, consultations, staff messages, are co-ordinated through the Communications Team and pulled into one overarching matrix for the Programme as a whole. This will address the communication needs of the wider public, service users, Elected Members, partner organisations, the media, suppliers, staff and businesses and other relevant stakeholder groups as necessary. This is further co-ordinated with the overall Corporate Transformation Programme communication plan. This ensures effective forward planning and a joined-up approach.

- 7.2 The Trades Unions continue to consider the most up to date Corporate Transformation tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues will also be provided by the Digital Transformation Programme if required.

8 REPORTING

- 8.1 As the Digital Transformation Programme is part of the Corporate Transformation Programme, progress will be reported through the existing quarterly monitoring reports already considered by Executive Committee.

9 IMPLICATIONS

9.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. The business case for the work of the Digital Transformation Programme was already agreed when the CGI contract was agreed with Council in March 2016.

9.2 Risk and Mitigations

The Digital Transformation Programme is large and complex, requiring extensive changes to be implemented within SBC to realise the benefits expected. A Programme of this size naturally has a number of risks that will require to be managed. Individual projects already underway have robust risk management in place and the Programme will build on this at Programme level to ensure risks are mitigated appropriately. The Digital Transformation risks will feed in to the overall Corporate Transformation risks and will be visible through the reporting mechanisms already in place for Corporate Transformation.

9.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Digital Transformation Programme.

9.4 Acting Sustainably

The Programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

9.5 Carbon Management

The Programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

9.6 Rural Proofing

This will be undertaken within the Programme where appropriate.

9.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

10 CONSULTATION

10.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and the comments received have been incorporated into the final report.

Approved by

Rob Dickson
Corporate Transformation & Services Director

Signature

Author(s)

Name	Designation and Contact Number
Stephen Roy	Digital Transformation Programme Co-ordinator – 01835 826560

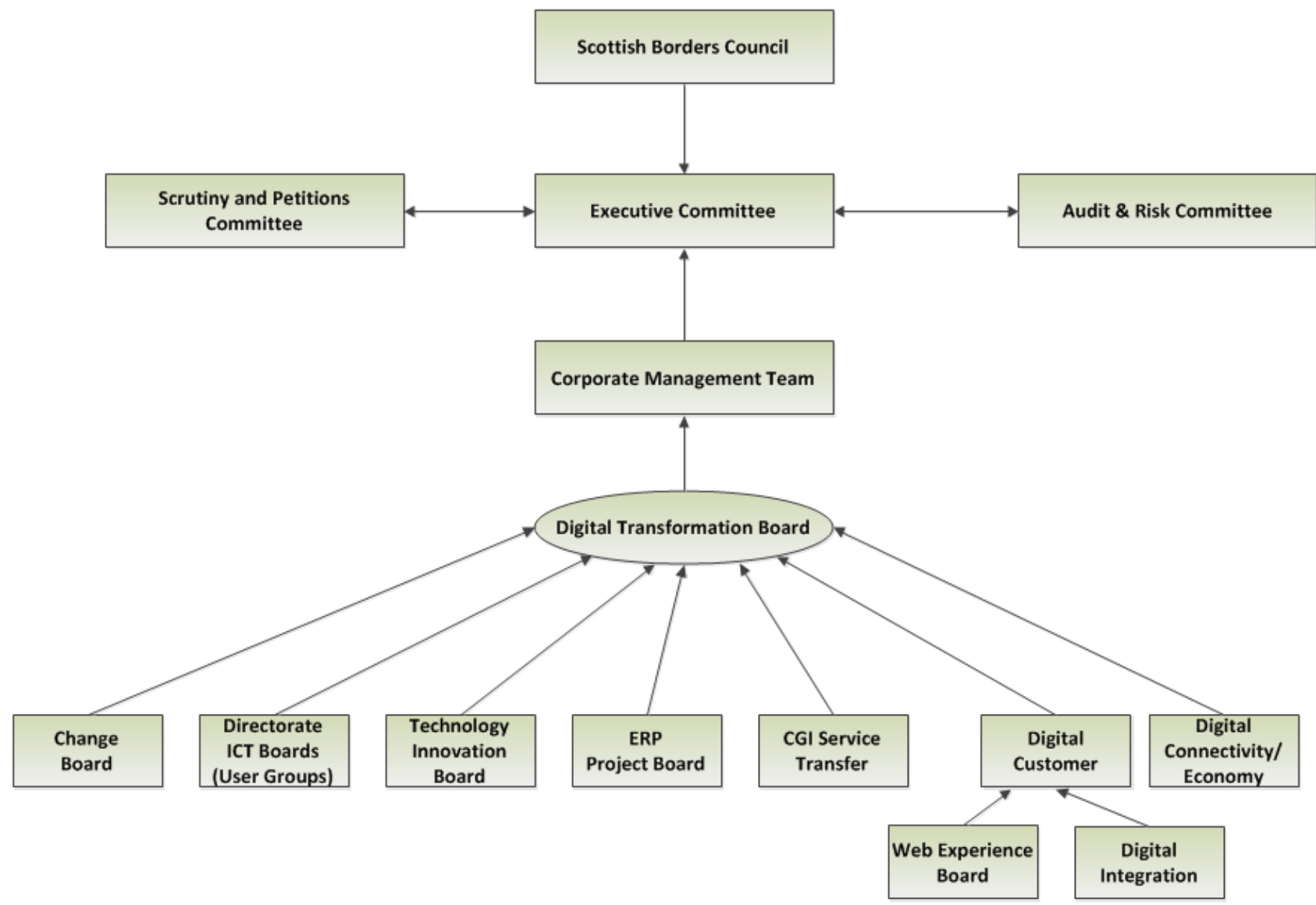
Background Papers: Nil

Previous Minute Reference: Executive Committee 7th June 2016 item 10 – Broadband Improvements Update

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Stephen Roy can also give information on other language translations as well as providing additional copies.

Contact us at Stephen Roy, Programme co-ordinator, Corporate Transformation, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825392 or – email sroy@scotborders.gov.uk.

APPENDIX 1 – PROGRAMME GOVERNANCE



ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE PUBLIC SERVICES

CORPORATE TRANSFORMATION PROGRAMME

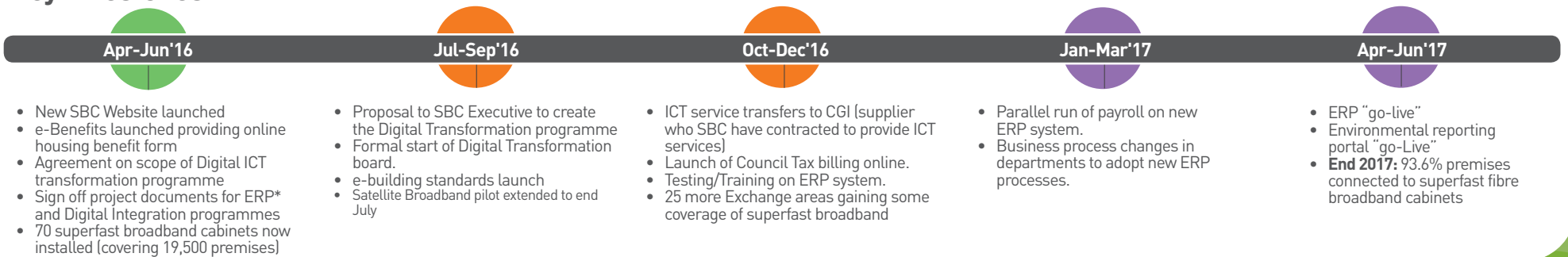
DIGITAL TRANSFORMATION

ICT and new technology are the foundations of SBC's future and at the heart of the Council's Corporate Transformation programme. This programme is tasked with building a "Digitally Excellent" Scottish Borders. It combines three currently separate programmes: **ICT, Customer First and Digital Connectivity**. This allows shared activity to be managed more effectively, synergies to be exploited and investment/resourcing decisions to be better co-ordinated.

Benefits

- Superfast broadband for business and personal use wherever located in Scottish Borders.
- More efficient, effective and responsive Council services
- Solid, reliable ICT provision for SBC
- Ensuring citizens and businesses have skills necessary to exploit digital services
- Attract businesses and investment to the Borders through improved connectivity

Key Milestones



*ERP = Enterprise Resource Planning project will provide the Council with a single system for HR, Procurement and Finance with highly efficient processes

Our Performance

Customer Services:
transactions logged (2015/16)

102,342 phone

67,949 face to face

Aim to reduce this further and increase digital uptake

50% uptake, within first 3 months, of customers using new e-benefits (April – June 2016)

93.6% of premises in Scottish Borders will be connected through Digital Scotland Superfast Broadband (DSSB) programme

6.4% will rely on the work we are doing to provide superfast broadband using other mechanisms.

Programme highlights

ERP will deliver a modern, efficient Finance, HR and Procurement operation through adoption of a single system to replace three existing systems, and moving to highly efficient back office processes. For example staff will be able to complete their own timesheets directly into the system rather than on paper and it then being processed.

Our aim is to provide excellent online services that meet the needs of customers. Initial priorities are **Council Tax e-billing** and online **fault reporting** e.g. for potholes. We will also work alongside partners to

ensure that citizens of the Scottish Borders have the skills, knowledge and access to make the best use of digital technology to enhance their lives and their community.

Officers from the Council, as part of the South of Scotland Alliance, are currently working with **Community Broadband Scotland (CBS)** to look at how to extend the reach of the programme. The aim is to prepare a proposal for Scottish Government which builds on CBS's current work on community projects in order to reach more of the remaining **6.4%** of premises in the South of Scotland.



This page is intentionally left blank

REPORT ON THE RESPONSE TO THE SCOTTISH GOVERNMENT'S CONSULTATION ON THE DRAFT STRATEGIC POLICE PRIORITIES FOR SCOTLAND

Report by Chief Executive

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to seek approval for a response to the Scottish Government's Consultation on the Draft Strategic Police Priorities for Scotland.**
- 1.2 The Scottish Government is reviewing the Strategic Police Priorities which will set the direction for Police Scotland and the Scottish Police Authority for the next three to five years. The consultation document shown in Appendix 1 sets out three questions based on the six broad strategic priorities that have been identified. A short consultation period has been given on this with a deadline for responses of the 16 August 2016.
- 1.3 The proposed Council response is supportive of these Priorities but indicates that there needs to be more recognition of the need to ensure that: appropriate resources are allocated to ensure effective and responsive frontline and community policing in rural areas; the requirements of rural areas are given full consideration in policing; local police are more empowered; greater consideration is given to cross-borders policing matters; and there is more close working with local authorities.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee approves the response as set out in Appendix 2 to the Scottish Government's consultation on the Draft Strategic Police Priorities for Scotland.**

3 BACKGROUND

- 3.1 The Scottish Government is reviewing the Strategic Police Priorities which is a requirement of the Police and Fire Reform (Scotland) Act 2012. These Priorities will set the direction for Police Scotland and the Scottish Police Authority. The review of the Strategic Police Priorities provides an opportunity to comment on the key outcomes of policing which will set out the strategic national policy context and framework for the future development of the local priorities for the Scottish Borders.
- 3.2 The Review consultation paper is shown in Appendix 1. A short consultation period has been given on this with a deadline of responses of the 16 August 2016.
- 3.3 The Draft Strategic Police Priorities are based on six broad themes:
- Localism
 - Prevention
 - Response
 - Collaborative working
 - Accountability
 - Adaptability
- 3.4 These priorities will inform the development of the Scottish Police Authority Police Plan, Police Scotland's Annual Police Plan and Police Scotland's Local Police Plans. These priorities once agreed would be in place for the next 3-5 years.

4 RESPONSE BY SCOTTISH BORDERS COUNCIL

- 4.1 In discussions with both the Scottish Police Authority and Police Scotland the Scottish Borders Police, Fire and Rescue and Safer Communities Board has consistently emphasised the themes that now feature in the strategic Police priorities, particularly localism, prevention and collaborative working. The response set out in Appendix 2 therefore gives support to these but indicates that the detail of the implementation of these is paramount. The implementation of the Police Priorities needs to be accompanied with the requirement that appropriate resources are allocated to allow effective and responsive frontline and community policing within each Police Division in Scotland, and to ensure that rural areas do not lose out to more urban areas. Also there needs to be: more recognition of the policing needs of rural communities; the importance of empowering local police; cross-border policing issues; and the important contribution of local authorities and local elected members to supporting local policing.

5 IMPLICATIONS

- 5.1 **Financial**
There are no financial implications associated with this consultation response.
- 5.2 **Risk and Mitigations**
Policing is an important issue for the Scottish Borders and it is important that the Council responds to this consultation paper.
- 5.3 **Equalities**
Equalities issues are being addressed in the consultation paper.

5.4 **Acting Sustainably**

There are no direct sustainability implications arising from this consultation response.

5.5 **Carbon Management**

There are no effects on carbon emissions.

5.6 **Rural Proofing**

It has been indicated in the response that the needs of rural areas should be taken account of in the implementation of the Strategic Police priorities.

5.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made.

6 CONSULTATION

6.1 Members of the Scottish Borders Police, Fire and Rescue and Safer Communities Board, the Council’s Corporate Management Team, Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted on this report.

Approved by

**Tracey Logan
Chief Executive**

Signature

Author(s)

Name	Designation and Contact Number
Douglas Scott	Senior Policy Adviser

Background Papers: Letter from the Scottish Government (see Appendix 1)

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Douglas Scott can also give information on other language translations as well as providing additional copies.

Contact us at: Douglas Scott dscott@scotborders.gov.uk tel: 01835 825155

This page is intentionally left blank

Draft Strategic Police Priorities for Scotland

Consultation Paper

MINISTERIAL FOREWORD

This Government has a clear vision for Scotland, one of a fair, equal and prosperous nation with opportunity for us all to thrive. Growing an economy that is strong and inclusive, putting local communities more in charge of the decisions that shape their lives and tackling inequality are central to us achieving this ambition. Clearly, our efforts to drive forward reform of our public services will be key to our success.

It is crucial that our approach to policing reflects and promotes the vision we have set out. The First Minister has confirmed that this Government will protect police budgets in real terms for the duration of the current parliament and that we will strengthen the accountability and improve the community focus of policing. By trusting the people of Scotland to have their say about priorities for our police service, we can provide confidence that their experience of community policing is as positive as it can be. By taking action to reduce crime and to address the disparity which exists within and across our communities when it comes to people's experiences of crime, we can deliver a fairer society. And by promoting the safety and wellbeing of communities across the country, we can create a Scotland which is attractive in terms of investment and opportunity, supporting us to deliver the inclusive growth that is necessary in order for our country to be a success.

I am confident that we are on the right track. Recorded crime is at a 41 year low, violent crime is down by more than half since 2006/07 and homicides are at their lowest since records began. It is important that we build on this progress, ensuring that every individual across Scotland experiences the benefits that come with having an effective police service.

The Strategic Police Priorities are key to us delivering this goal. The Priorities represent our high level ambition for what we want our police service to be. A service which carries the shared values of all of our public sector; a service which works at an international level to combat the threats and risks of modern times; a service that brings national consistency, coordination and specialist resource; and most importantly, a service that holds local policing at its heart - that has the support of local communities and that is focused on priorities which are relevant to, and serve the interests of, local people.

The current Strategic Police Priorities have now been in place for just over three years and have provided clear direction for the Scottish Police Authority and Police Scotland through their critical first years of operation. Now is the time to build on that experience and to develop a new set of Priorities which reflect our aspirations and expectations for the future.

The Priorities are an important part of the planning system for our police service and I encourage you to have your say.

MICHAEL MATHESON

Cabinet Secretary for Justice

CONTENTS

1.	BACKGROUND	4
2.	STRATEGIC PLANNING IN POLICING	8
3.	ENGAGEMENT SO FAR	10
4.	THE REVISED STRATEGIC POLICE PRIORITIES	12
5.	IMPACT ASSESSMENTS	19
6.	HOW TO RESPOND	20
7.	RESPONDENT INFORMATION FORM	22

1. BACKGROUND

Why we are consulting

In September 2015, the Scottish Government set out its intention to work with members of the public, communities and elected representatives to review our national priorities for policing. These national priorities are set under the Police and Fire Reform (Scotland) Act 2012¹ (the Act) and are more commonly referred to as the Strategic Police Priorities.

The Strategic Police Priorities provide the top level framework for what is expected of our police service. The current priorities² were set in 2013 in the context of the creation of a new national police force and police authority.

Police Scotland and the Scottish Police Authority

Police Scotland is Scotland's national police force and works to improve the safety and wellbeing of people, places and communities across the country. The Scottish Police Authority (SPA) is tasked with maintaining policing, promoting policing principles and continuous improvement of policing, and holding the Chief Constable to account.

The introduction of this structure represents perhaps the biggest public service reform for a generation. It has delivered efficiencies and ensured that communities across Scotland have access to specialist expertise and equipment whenever and wherever it is required. At the same time, local policing remains the bedrock of policing in Scotland. Designated Local Commanders for each of Scotland's 13 geographical policing Divisions work with communities, elected Local Authority Police Scrutiny Committees and other partners to shape and deliver policing in their area.

Much progress has been made since 2013 in delivering the benefits of police reform, in terms of protecting front line resources while making necessary efficiencies, and at the same time building effective national capabilities that would have been beyond the means of most of the predecessor forces. As with any change as significant in both scale and ambition as this, the process of reform has presented challenges and it is important that we learn from these, using our past experience to deliver future improvement.

The review of the Strategic Police Priorities provides an opportunity to discuss what we see as the key outcomes from the next phase of reform and ensure policing is truly reflective of the needs of communities across the country. To aid that dialogue, this consultation paper presents a set of draft revised Priorities which have been informed by our experience to date and by the wide range of discussions we have

¹ <http://www.legislation.gov.uk/asp/2012/8/contents>

² <http://www.gov.scot/Topics/Justice/policies/police-fire-rescue/police-scotland/StrategicPolicePriorities/CurrentPriorities>

taken forward as part of our initial process of consultation with key stakeholders. The Priorities are focused on six themes:

- Localism
- Prevention
- Response
- Collaborative working
- Accountability
- Adaptability

Taken together, they set the tone for the planning of police services in Scotland. They are not intended to direct specific areas of operational policing activity but rather are intended to give a broader strategic direction to Police Scotland and the SPA.

The Scottish Government is keen that as many people, communities and organisations as possible have the opportunity to contribute to the development of the Priorities, ensuring they offer a true reflection of what the people and communities of Scotland expect from their police service.

The deadline for responses to this consultation is 16 August 2016.

The context for the Strategic Police Priorities

As well as providing for the Strategic Police Priorities, the Act also sets out the duties of Police Scotland and the SPA, whilst the main purpose of policing is set out under the policing principles:

Policing principles

“(a) that the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland, and

(b) that the Police service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which—

- (i) is accessible to, and engaged with, local communities, and*
- (ii) promotes measures to prevent crime, harm and disorder.”*

The draft Strategic Police Priorities set out in this document have been developed with the policing principles in mind. They also take account of Scotland’s national outcomes³ and justice outcomes⁴, build on Scotland’s well established approach to public service reform⁵ and aim to be consistent with work following the Community Empowerment (Scotland) Act 2015⁶ regarding community planning.

³ <http://www.gov.scot/About/Performance/scotPerforms/outcome>

⁴ <http://www.gov.scot/Publications/2012/09/5924>

⁵ <http://www.gov.scot/Topics/Government/PublicServiceReform>

⁶ <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

People's experiences of crime and policing in Scotland

The Scottish Crime and Justice Survey⁷ (SCJS) is a large-scale social survey which asks people about their experiences and perceptions of crime. The survey is important because it provides a picture of crime in Scotland, including crimes that haven't been reported to, or recorded by, the police and captured in police recorded crime statistics. Around 11,500 adults in private households from across Scotland took part in the 2014/15 survey.

The 2014/15 SCJS results were published in March 2016 and help to set further context for policing in Scotland.

Extent of Crime



According to the SCJS there were an estimated 688,000 crimes in Scotland in 2014/15, a decrease of 16% since 2012/13 and 34% since 2008/09.

But...

The risk of being a victim of crime is higher for adults living in the most deprived communities than elsewhere in Scotland.

Reporting Crime



The SCJS also showed that 38% of crime was reported to police in 2014/15.

Also...

The most common reasons for not reporting crime were that the victim felt that the police could not have done anything or that the incident was too trivial or not worth reporting.

⁷ <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/crime-and-justice-survey>

Public Satisfaction and Confidence



When victims reported crime to the police 63% were satisfied with how the police handled the matter.

Also...

More generally, since 2008/09, confidence in the police has been growing across a range of measures. In 2014/15, the majority of respondents (58%) said the police were doing a good or excellent job.

Perceptions of Crime



People feel safer in their communities, with 75% of people reporting their view that the local crime rate had stayed the same or reduced, up from 65% in 2006.

2. STRATEGIC PLANNING IN POLICING

Whilst it is for Scottish Ministers to set the Strategic Police Priorities, the delivery and achievement of those Priorities is a matter for the SPA and Police Scotland.

Alongside our work to revise the Strategic Police Priorities, Police Scotland is consulting on local priorities for police services centred around the message ‘Your View Counts’⁸. This is being facilitated through a year round online survey and an ongoing programme of engagement with different communities across the country. The information gathered will support Police Scotland to identify priorities for operational policing activity and, alongside the Strategic Police Priorities, be used to inform the content of both the Annual Police Plan (APP) and Local Police Plans.

The Wider Planning Structure for Policing

The detail of how the SPA and Police Scotland intend to deliver the Priorities will be developed through the SPA’s Strategic Police Plan and through Police Scotland’s APP and Local Police Plans. Police Scotland and the SPA are currently working to synchronise the planning cycle to better integrate the strategic planning process for police services.

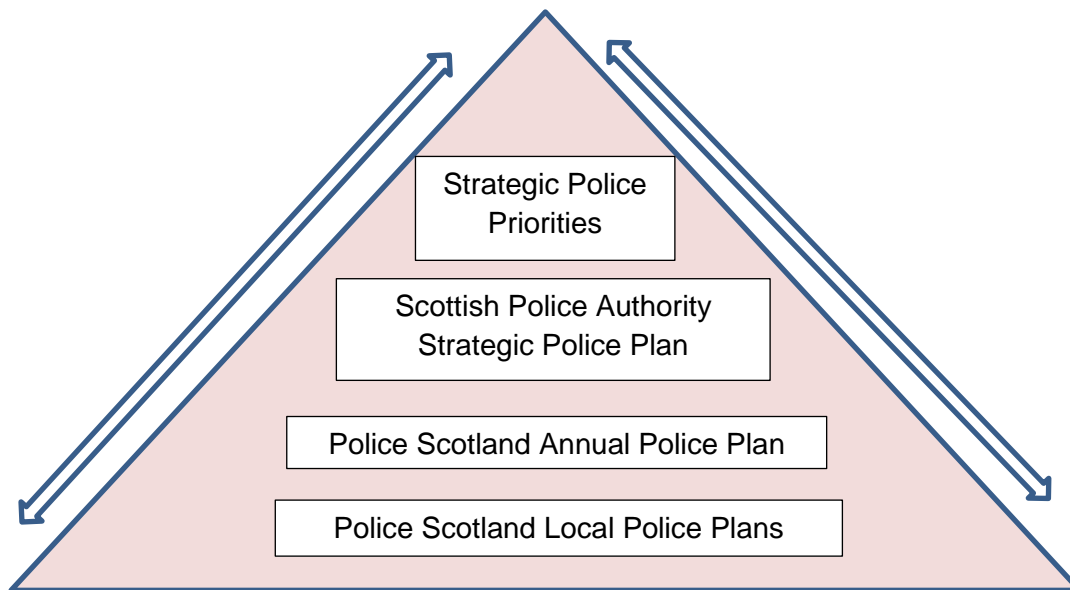


Figure 1 - Strategic Planning Structure

Strategic Police Plan

Under the Act, the SPA is charged with developing a Strategic Police Plan⁹ which will set out the main objectives for the SPA and for the policing of Scotland. The SPA has a statutory duty to have regard for the Strategic Police Priorities when preparing the Strategic Police Plan. This plan is subject to a consultation process

⁸ <http://www.scotland.police.uk/about-us/decision-making/public-consultation/local-policing-consultation>

⁹ <http://www.spa.police.uk/about-us/consultation-on-draft-strategic-plan/>

and must be laid in Parliament. We expect that a revised Strategic Police Plan will be published and laid before the Scottish Parliament in early 2017 and that plan will reflect the revised Strategic Police Priorities.

Annual Police Plan

Developed by Police Scotland, the APP sets out the priorities for police activity across a given year. The priorities set out within the plan are identified through engagement with communities across Scotland and current priority areas include:

- Violence, disorder and antisocial behaviour
- Road safety and road crime
- Protecting people at risk of harm
- Serious organised crime
- Counter terrorism

The Chief Constable has a statutory duty to have regard for, and ensure that the APP is consistent with, the Strategic Police Priorities. The APP must be laid in Parliament by 1 April each year. The APP for 2017/18 will reflect the revised Strategic Police Priorities.

Local Police Plans

Local Police Plans set out local policing priorities for each of Scotland's 32 local authority areas, and link to the Annual Police Plan. They are informed by evidence of local service priorities, and developed through consultation with local communities, partners, and elected members. A local authority can specify measures it would like included in a local police plan, and the plan is presented to the local authority for approval.

Measuring Performance

Progress against the Strategic Police Priorities is currently measured by the SPA through quarterly performance reporting and the Annual Review of Policing¹⁰.

The purpose of the review is to provide the Scottish Government and other stakeholders with a clear picture of progress against the Strategic Police Priorities and a statement on the direction for the coming year. The review assesses the SPA's performance in carrying out its functions as well as an assessment of Police Scotland's performance and how both organisations are working towards achieving the objectives of the Strategic Police Plan.

Additionally, Police Scotland reports crime statistics¹¹ quarterly and annually. Further work is planned throughout 2016 involving the SPA, Scottish Government and Police Scotland to develop and strengthen the way that progress is measured and reported in preparation for a revised SPA Strategic Police Plan in 2017.

¹⁰ <http://www.spa.police.uk/news/322981/296928/>

¹¹ <http://www.scotland.police.uk/about-us/our-performance/>

3. ENGAGEMENT SO FAR

What We Did

The first stage of engagement for the review of our Scottish Strategic Police Priorities was launched on 7th December 2015, supported by a discussion paper which was centred around the question ‘What are your priorities for your police service?’. The document was published on the Scottish Government website and sent to a variety of stakeholders including Local Authority Police Scrutiny Committees, all MSPs, senior police officers, SPA Board members and staff, and various other stakeholders including a range of third sector organisations.

The first stage of engagement was intended to prompt a general discussion about the aspects of policing which are most important to people and organisations from across Scotland. The covering letter had two ‘asks’, firstly that people consider what is important to them about policing, and secondly, that they take the discussion as widely as possible through their own local areas.

As part of this initial round of engagement, Scottish Government officials attended a number of Local Authority Police Scrutiny Committee meetings and community planning events. A workshop with the YoungScot Police Scotland Youth Advisory Panel also took place.

A total of 68 responses were received and 18 ideas were posted on the Scottish Government’s online policy ideas platform.

In addition to work specifically focused on the Strategic Police Priorities, the Scottish Government has been conducting a discussion around how we can become a Fairer Scotland by 2030. That discussion was launched in June 2015 and since then over 7,000 people have taken part in Fairer Scotland public events as well as locally organised sessions, with many more taking part online. Policing was raised in a number of the Fairer Scotland discussions and views captured have been used to augment those collected as part of our initial engagement on the Strategic Police Priorities.

What We Heard

Many of the responses and conversations that took place as part of the first stage of engagement on the Strategic Police Priorities reflected the view that the current Priorities contain a lot of fundamentally sound themes. There was, however, recognition that they could be refreshed and strengthened.

The views expressed can be very broadly divided into two main types: those that set out wider ambitions for our police service; and those that highlighted more specific operational issues. The table below seeks to capture the main points:

Ambitions for our Police service	Specific Operational Issues Raised
<ul style="list-style-type: none"> • Enforcement • Upholds law and order • Prevent crime • Detect offenders • Protect the public • Equality • Represent communities • Community safety • Work with all equality groups • Engender trust/confidence • Local knowledge • Visible • Partnership working/collaboration • Communication • Accountability/scrutiny • Local resilience • Sustainability • Local priorities and needs • Flexibility • Transparency • Governance • Accessible • Localism • Reducing fear of crime • Equality of service in deprived areas • Fairness • Understanding • Building positive relationships • Workforce diversity 	<ul style="list-style-type: none"> • Local call centres • Local offices • Honour crimes • Drink driving • Rural crime • Missing persons • Theft • Vandalism • Beat policing • Drug and alcohol use in public • Kerb crawling • Financial crime • Fraud • Domestic abuse • Prostitution • Violence against women • Antisocial behaviour • Cyber crime • Burglary • Wildlife crime • Reduction in police budgets • Road safety • Major events • IT systems • Armed police • Stop and search • Accessibility of 999 and 101 services • Hate crime • Improved training • Response times • Impact on public health agenda

Figure 2 – Summary of Initial Engagement

4. THE REVISED STRATEGIC POLICE PRIORITIES

While recognising that specific types of crime (such as those identified through the extensive consultation that Police Scotland undertake for the APP) are important to people and communities in Scotland, they are not the focus of the Strategic Police Priorities.

The revised Strategic Police Priorities have been developed to focus on the broader expectations that communities have for our police services. There is no set lifespan for the Priorities. However, we consider that they are likely to be in place for at least the medium term (3-5 years).

The six Priorities focus on discrete but closely linked themes. Taken together, they encapsulate both what we want from policing in Scotland and how we expect our police service to work.

Localism

Strategic Priority

Ensure that the needs of communities are understood and reflected in the planning and delivery of policing.

Background

Policing must be carried out with the support of local communities throughout Scotland. Understanding and responding to the needs of those communities must therefore remain a core priority. We want local partners and communities to be able to work with local commanders to shape the delivery of services in their areas, ensuring they meet their needs and expectations. Local Authority Police Scrutiny Committees have a key role to play as do Community Planning Partnerships and Community Councils.

Localism represents what all communities across Scotland see and want from the police: police officers who will respond whenever there is a need in local areas; who work in partnership through our schools, community groups and local community initiatives; and whose presence reassures our communities on a daily basis.

We recognise that communities do not always have a traditional geographic basis and will instead often identify themselves through their shared values, characteristics or circumstances. Our police services need to be responsive to the needs of all these diverse communities.

When it comes to policing, we appreciate that what works and is right for a community in one part of Scotland won't necessarily work as well or be right in another. That is why it is crucial that local communities have a strong voice in the policing decisions which affect them.

Prevention

Strategic Priority

Ensure the police service works to prevent crime and reduce fear of crime through partnership, communication, education, and innovation, placing particular focus on the need to address inequalities within and between communities.

Background

Prevention is a key element of public service reform, changing the way we deliver services to create better outcomes for people in Scotland. For policing this means a focus on preventing and reducing the impact of crime on our communities, reducing inequalities and providing a more sustainable model of service delivery.

In particular, it is crucial that steps are taken to address the disparity within and across our communities when it comes to people's experiences of crime. We know that the risk of being the victim of a crime is higher for adults living in our most deprived communities and that our young people are more likely than others to experience crime. These problems must be addressed if we are to create the fairer, more equal and more prosperous Scotland to which we all aspire.

By shifting resources towards early intervention and prevention, efforts can be focused at a national, regional and local level in order to stop problems before they start. For example, this could be partly achieved by focussing on diverting individuals (particularly young people) from engaging in criminal activity. This approach allows us to use our resources more effectively, reducing the future demand not only on the police service but on the range of other public services who are also involved in dealing with the wider effects of crime.

Communication, education and innovation must lie at the heart of the approach, whilst the appropriate involvement of the police in the planning, design and delivery of other public services is also key.

Response

Strategic Priority

Focus policing on keeping people safe by tackling crime and responding to and investigating incidents effectively and efficiently.

Background

Of course, responding to crime and other incidents when they occur is central to the role of our police service and it is clear that their efforts in this regard must remain a priority.

Detection rates for crime can vary significantly depending on where you live in the country and the nature of the crime that has been committed. Whilst it is right that the most serious crimes are prioritised over others, it is also important that all members of the public have assurance that the police will respond effectively whenever a crime has been committed and that victims and witnesses will be supported.

The demands on the police service are changing, including, for example, in relation to the nature of people's engagement with technology, the policing of public events, responding to reports of missing persons, working with other 'blue light' services in response to weather related emergencies, and undertaking other proactive work to improve the safety and wellbeing of people, localities and communities.

The police must continue to offer a targeted, well planned and effective response to matters which require their support.

Collaborative Working

Strategic Priority

Ensure that the police service works collaboratively with partners at both a local and national level to deliver better outcomes for people in Scotland.

Background

All of our public services are facing new challenges. The changing needs of society and our collective determination to improve outcomes in what is a challenging financial environment means we must approach the planning and delivery of services differently.

We know that policing can have an impact on the achievement of wider public sector objectives in areas including health, housing, education and the economy. For example, Police Scotland are key contributors in Community Planning Partnerships and Child Protection Committees at a local level. It is crucial that the police work closely with all of their public sector partners and the third sector, both to improve their own effectiveness and to strengthen our public services more generally.

Efforts in this regard should not be limited to traditional policing activities. Instead, we must explore how the range of resources and assets available to the police can be used to achieve shared goals. This means avoiding duplication, sharing services where possible, working towards shared measures of success and working to deliver services in a way which is most integrated from the point of view of recipients. There is significant scope to build on existing partnerships and to develop new ones, resulting in more efficient and cost-effective ways of working.

Accountability

Strategic Priority

Maintain public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

Background

It is essential that all of our public services are open, transparent and accountable, supporting people and communities to engage positively with them. When it comes to the police, Local Authority Police Scrutiny Committees have a key role to play, bringing together local elected representatives and police Commanders to set objectives, develop local police plans and ensure that local police services deliver.

Nationally, Police Scotland is accountable to the SPA. The SPA is, in turn, accountable to the Scottish Ministers and the Scottish Parliament. Other bodies, including Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), the Police Investigations and Review Commissioner (PIRC) and Audit Scotland also have a key role to play.

This principle of 'policing by consent' is central to our justice system. It is therefore critical that the SPA and Police Scotland work closely with all the relevant bodies to deliver the scrutiny and transparency that is necessary in order to maintain public confidence in policing.

Adaptability

Strategic Priority

Ensure the police service is able to take advantage of new opportunities and meet emerging threats and challenges.

Background

The demands on our police service are constantly changing and the nature of crime does not remain static. Our police service must constantly seek to improve performance, transforming the way policing is delivered where that is necessary. Our approach to improvement must be based on robust evidence of “what works” and we must actively seek opportunities to maximise the potential of the police service’s workforce, infrastructure and resources.

This requires an understanding of how future demands are likely to develop, enabling the police service to operate more effectively and efficiently by ensuring that the right resources, including officers and staff with the right skills and capability, are deployed proportionately in the right way and at the right time.

In order to achieve this, we expect our police service to be resilient, flexible, responsive and efficient.

5. IMPACT ASSESSMENTS

Equality Impact Assessment and Children's Rights and Wellbeing Impact Assessment

Policing is relevant to everyone in Scotland and particularly the most vulnerable people in Scottish society.

Under the Equality (Scotland) Act 2010 all Scottish public authorities must have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. This covers people in respect of all aspects of equality:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

Additionally, Scottish Government officials use Children's Rights and Wellbeing Impact Assessments (CRWIA) to help meet Ministerial duties under Part 1 of the Children and Young People (Scotland) Act 2014, the '2014 Act', and in relation to the Articles of the United Nations Convention of the Rights of the Child.

Because of the close link between equality issues with regards to age and children's rights and wellbeing, we have decided that our initial assessment will cover both EQIA and CRWIA perspectives to provide a more joined up assessment of the issues. A draft EQIA/CRWIA has been developed and published on the Scottish Government website alongside this consultation paper.

Business and Regulatory Impact Assessment

All policy changes which may have an impact upon business or the third sector should be accompanied by a Business and Regulatory Impact Assessment (BRIA). The BRIA helps policy makers to use available evidence to find proposals that best achieve the policy objectives while minimising costs and burdens.

A draft BRIA has been developed and published on the Scottish Government website alongside this consultation paper.

6. HOW TO RESPOND

We are inviting responses to this consultation paper by 16 August 2016. Earlier responses would be welcome.

You can reply online to this consultation at <https://consult.scotland.gov.uk/police-division/strategic-police-priorities>

Alternatively you can e-mail your response and the completed Respondent Information Form, which is also available separately on the Scottish Government website (see "Handling your Response" below) to:

ScotPolicePriorities@gov.uk

Or paper copies of the questionnaire and Respondent Information Form can be sent to:

Strategic Police Priorities Review
Police Division
Scottish Government
1WR St Andrews House
Regent Road
Edinburgh
EH1 3DG

If you have any questions please call 0131 244 7923.

This consultation, and all other Scottish Government consultation exercises, can be viewed online on the consultation web pages of the Scottish Government website at <http://www.scotland.gov.uk/consultations>.

The Scottish Government has an email alert system for consultations, <http://register.scotland.gov.uk>. This system allows stakeholder individuals and organisations to register and receive a weekly email containing details of all new consultations (including web links). It complements, but in no way replaces SG distribution lists, and is designed to allow stakeholders to keep up to date with all SG consultation activity, and therefore be alerted at the earliest opportunity to those of most interest. We would encourage you to register.

Handling your response

We need to know how you wish your response to be handled and, in particular, whether you are happy for your response to be made public. Please complete and return the **Respondent Information Form** which forms part of the **consultation questionnaire**. If you ask for your response not to be published we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Government is subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore

have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Next steps in the process

Where respondents have given permission for their response to be made public and after we have checked that they contain no potentially defamatory material, responses will be made available to the public in the Scottish Government Library. You can make arrangements to view responses by contacting the SG Library on 0131 244 4552. Responses can be copied and sent to you, but a charge may be made for this service.

What happens next?

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us develop revised Strategic Police Priorities.

Comments and complaints

If you have any comments about how this consultation exercise has been conducted, please send them to the contact details above.

Review of Scottish Strategic Police Priorities Consultation



RESPONDENT INFORMATION FORM

Please Note this form **must** be returned with your response.

Are you responding as an individual or an organisation?

- Individual
- Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- Publish response with name
- Publish response only (anonymous)
- Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- Yes
- No

CONSULTATION QUESTIONS

We are seeking views on the revised Strategic Police Priorities and in particular we are inviting views on the following questions;

1. Do the revised Strategic Police Priorities sum up your ambitions for your police service?

Yes No

Comments

2. Do the revised Strategic Police Priorities reflect the needs of your local community or the communities you serve?

Yes No

Comments

3. Do you have anything to add to our impact assessments?

Yes No

Comments



© Crown copyright 2016

OGL

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at www.gov.scot

Any enquiries regarding this publication should be sent to us at
The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-78652-315-0 (web only)

Published by The Scottish Government, June 2016

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS71526 (06/16)

Appendix 2

CONSULTATION QUESTIONS

1. Do the revised Strategic Police Priorities sum up your ambitions for your police service?

Yes No X

Comments

The Strategic Priorities are in accordance with those that Scottish Borders Council's Police, Fire and Rescue and Safer Communities Board have consistently highlighted to both the Scottish Police Authority and Police Scotland, particularly in relation to Localism and Prevention. However the detail of the implementation of these Priorities is important. The Priorities particularly Localism, Prevention and Collaborative Working need to be accompanied with an equitable distribution of resources to allow effective and responsive frontline and community policing to address the different priorities within each Police division, and to ensure that rural areas do not lose out to more urban areas.

The Strategic Police Priorities should also take account of the priorities of the police on the English side of the national border i.e. in Northumberland and Cumbria in order to ensure close cross-border working.

2. Do the revised Strategic Police Priorities reflect the needs of your local community or the communities you serve?

Yes No X

Comments

As mentioned above the detail of the implementation of these Strategic Priorities is paramount. Full consideration needs to be given to the different policing needs of rural areas such as the Scottish Borders. This is a need to empower local police to operate much more flexibly to deal with local priorities focusing on early intervention and prevention. It is considered that the locality approach developed by Police Scotland through the Local Authority Multi-Member Wards provides the opportunity to do this provided there is effective local consultation and engagement. Police Scotland should look upon local authorities as a two way conduit to assist their communication in local areas.

3. Do you have anything to add to our impact assessments?

Yes X No

Comments

The Equality Impact assessment of the Strategic Police Priorities should ensure equalities impacts of policing in both urban and rural areas are fully considered

as these can be markedly different because of the types of criminal activity, accessibility issues and the contribution of local communities to local policing.



TRANSFER OF COCKBURNSPATH FOOTBALL PITCH TO COCKBURNSPATH VILLAGE HALL TRUST

Report by Service Director Assets & Infrastructure

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes that Scottish Borders Council sells the area of 1.66 acres of the Council owned sports pitch in Cockburnspath to the Cockburnspath Village Hall Trust for £1, if asked. A transfer of the pitch to the Hall Trust will facilitate the Trust to apply for grant funding for the development of new sports facilities at the pitch.**
- 1.2 The sports pitch in Cockburnspath has been in Council ownership since 1975 when an area of 2.2 acres was bought from Francis Usher. The village hall is adjacent to the football pitch.
- 1.3 The Cockburnspath Village Hall Trust have drawn up plans to renovate the pitch including the development of a 5 a side pitch, tennis court and running track.
- 1.4 To raise the grant funding for the proposal, the trust require long term security of tenure of the land by way of a transfer of ownership from Scottish Borders Council.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee authorises the Service Director for Assets & Infrastructure together with the Chief Legal Officer to sell the sports pitch amounting to 1.66 acres for £1, if asked to the Cockburnspath Village Hall Trust (as shown outlined in red on the attached plan).**

3 BACKGROUND

- 3.1 In 1975 Francis Usher of Dunglass sold an area of 2.2 acres in Cockburnspath to the District Council. This area covered the playing field, children's play park and land next to the old village hall.
- 3.2 A new village hall was built in 2004. It is owned and run by Cockburnspath Village Hall Trust, a registered charity (SCO27488). The playing field is marked out as a football pitch which is maintained by the Council's Neighbourhood Services section.
- 3.3 The pitch is used on an informal basis for local football and the primary school but there is no regular team that play in Cockburnspath. The area of the pitch amounts to 1.66 acres. (see attached plan)
- 3.4 Cockburnspath Community Council and the Village Hall Trust have plans to develop the pitch into a better sports facility with a 5 a side pitch, tennis courts and a running track.
- 3.5 One of the main grant funding bodies for the redevelopment will be the local wind farm funds and they require long term secure tenure rather than a lease from the Council. The Village Hall Trust has therefore requested a transfer of ownership into their name. This will also tie in with their ownership of the adjoining hall.
- 3.6 A change of ownership would reduce the maintenance responsibilities and costs for the Council's Neighbourhood Services section.
- 3.7 The primary school would continue to have use of a pitch if a change of ownership and redevelopment of the facility were to proceed.
- 3.8 A condition of a sale will be that the land is required to be used for sports and amenity use. Any alternative use would require the prior written consent of the Council.
- 3.9 The Council would retain a right of pre-emption so that if the Village Hall Trust ceased the land would revert to the Council at a price of £1.

4 PROPOSAL

- 4.1 It is proposed that the pitch is sold to Cockburnspath Village Hall Trust for a nominal £1, if asked.

5 IMPLICATIONS

5.1 Financial

The Council's Neighbourhood Services section currently cut the grass at the playing field and an annual saving of £960 could be achieved by passing

that responsibility to the Village Hall Trust. The adjoining play park will continue to be owned and managed by the Council.

The development of the pitch will provide sports facilities for Cockburnspath which the Council could not provide.

The Council classify the playing field as a community asset and therefore it has an asset valuation of Nil.

5.2 Risks and Mitigations

If the sale is not granted an opportunity to facilitate the development of an improved sports facility in Cockburnspath could be lost.

5.3 Equalities

There are no adverse equality implications.

5.4 Acting Sustainably

The sale of land and the development of the sports facilities would help encourage a healthy lifestyle in the community and improve its social well-being.

5.5 Carbon Management

There are no effects on carbon emissions as a result of the proposal in this report.

5.6 Rural Proofing

This report does not affect the Council's rural proofing policy.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this report.

6 CONSULTATION

- 6.1 The Chief Financial Officer, Monitoring Officer, Chief Legal Officer, Chief Officer Audit and Risk, Chief Officer Human Resources, Neighbourhood Services Manager and the Clerk to the Council have been consulted in the preparation of this report.

Approved by

Martin Joyce

Service Director Assets & Infrastructure Signature

Author(s)

Name	Designation and Contact Number
James Morison	Estates Surveyor tel 01835 824000 Ext. 5295

Background Papers: None
Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Morison can also give information on other language translations as well as providing additional copies.

Contact us at Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, Scottish Borders, TD6 0SA tel 01835 824000 fax 01835 793110 e-mail jmorison@scotborders.gov.uk

This page is intentionally left blank

BROOMLANDS AND LANGLEE PRIMARY SCHOOLS – PROJECT UPDATE

Report by Service Director Assets and Infrastructure

EXECUTIVE COMMITTEE

16 AUGUST 2016

1 PURPOSE AND SUMMARY

- 1.1 This report proposes to provide an update on the progress and procurement of the new Broomlands and Langlee primary schools.**
- 1.2 New builds for Broomlands and Langlee were approved by Executive Committee on 21 October 2014 as part of linked funding commitment associated with the new Kelso High School.
- 1.3 Stakeholder engagement and design work was completed by September of 2015, including all necessary statutory consents. Procurement of a contractor took place during the remainder of 2015 and early 2016.
- 1.4 Tender returns in January 2016 combined with timing movements to the 2016/17 Capital Financial Plan necessitated a resequencing to the projects. This process is now complete allowing both schools to move to construction. The above requires timing movements and virements to budgets to be approved as outlined in this report.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Note the contents of this report.**
- (b) Approve the virement of £1.007M from Langlee to Broomlands in 2017/18 and a virement from Langlee of £0.101M to Emergency and Unplanned Schemes Fund in 2017/18.**

3 BACKGROUND AND PROGRESS

- 3.1 As a result of the change to the external Scottish Government funding to the new Kelso High School, the Executive Committee approved a new Broomlands PS and an accelerated new Langlee PS on 21 October 2014. At that time Broomlands was estimated at £8.3M and Langlee at £12.2M (as at Q2/2016 prices). At the Scottish Government's request, the Council agreed to use demonstrable efforts to have Broomlands PS complete by March 2017, with Langlee PS delivered by December 2017.
- 3.2 Stakeholder engagement to develop a design brief for these schools was completed during the remainder of 2014 and an initial design team was engaged early in 2015. The concept designs for both schools was developed at that time and the appointment of a wider design team allowed a detailed design to be developed during the summer of 2015. Both schools have been prepared by the same design team so as to identify efficient commonality of internal layout, detailing and specification.
- 3.3 As a recognition of the bundling of the projects and of the cost pressure on Broomlands associated with its smaller respective size, a virement of £0.386M from Langlee to Broomlands PS was agreed by Executive Committee on 18 August 2015.
- 3.4 Planning consent was granted for both schools during the Autumn of 2015 allowing the start of a procurement process. Given the commonality of detailing and likely construction programme, the procurement was managed as a single contract notice with two 'Lots'. The procurement strategy was developed using a 'design and build' principle so that design and quantity risk is transferred to the contractor. This means that the procurement takes longer to allow the tenderers to understand these risks.
- 3.5 Tenders were returned in January 2016. Only 2 of the invited 5 bidders returned tenders to the Council. Both tenders were significantly higher than the pre-tender estimate developed by the Council's design team. In addition, the Capital Financial Plan, as agreed by Council on 12 February 2016, identified that a phased delivery over 2 financial years was required.

4 DELIVERY STRATEGY – LANGLEE PS

- 4.1 As a result of discussions with Senior Officers during February and March 2016, a revised delivery strategy was agreed. This revised strategy would see Langlee PS, being the larger capital value project of the two, progress to contract award first. This would legally commit the contract costs, including inflation, and allow the Council to work towards the March 2017 commitment to the Scottish Government, albeit for Langlee PS rather than Broomlands PS.
- 4.2 Contract clarifications, including revisions to the tenders to ensure that the project could be seen as providing value for money were completed during March 2016 to allow a contract award and commencement of construction on site. The Contract Award to McLaughlin & Harvey was able to be made within the existing budget position and Member approval for the project.

- 4.3 Construction start on site in April 2016 together with an agreed contract duration of 55 weeks will see completion of the new build by May 2017. This is marginally later than that requested by Scottish Government. It is noted in this report that the project team have made the Scottish Government aware of this delivery date. No formal concerns have been raised by Scottish Government. Completion of the new build by May 2017 will allow the school to be open, the old school to be demolished and external works completed. It is programmed that this will be achieved by December 2017.
- 4.4 Commencement on site in April 2016 has resulted in a requirement for a forward timing movement of budget from 2017/18 to 2016/17. The project team will monitor construction progress and the contractor's cashflow and invoicing during 2016 and provide further reporting to Executive Committee as part of normal capital monitoring.
- 4.5 In addition, value for money review work during the early construction phase for Langlee PS, has allowed further savings to be identified and the scope of this work has been varied out from the Contract. This has generated an additional saving of £360K.
- 4.6 Overall, the forecast outturn cost of the project now can be reported as;

Construction Contract (including novated design team fees)	£9,765,518
Post Contract Saving	-£360,000
Design and Project Management costs	£587,970
Associated Project Costs	£304,840
Construction Contingency	£300,000
Total	£10,598,328

This can be seen as representing an overall saving of **£1.108M**.

5 DELIVERY STRATEGY – BROOMLANDS PS

- 5.1 So as to preserve the overall year-on-year budgets for the bundled projects, the contract award and commencement on site of Broomlands PS has had to be held back until later in the year. At this stage it is intended that Broomlands PS will commence on site around September 2016.
- 5.2 In addition, the value for money challenge for Broomlands following the tender returns in January 2016 has been greater. A significant amount of work has taken place between the contractor, the design team and colleagues in Children and Young People to get to a position where the current tender submission is brought closer in alignment to the pre-tender estimate. This process was initially held pending the contract clarifications on Langlee but has now drawn to a close. A revised tender from the preferred bidder (McLaughlin & Harvey) was purified during July 2016.
- 5.3 The overall outturn costs of the project can now be reported as;

Construction Contract (including novated design team fees)	£8,551,257
Design and Project Management costs	£534,260
Associated Project Costs	£296,183
Construction Contingency	£300,000
Total	£9,681,700

5.4 This can be seen as representing a cost pressure of **£1.007M**. It is noted in this report that Broomlands has reduced in size by the reduction of 2 classrooms and external, but non-material planning changes have had to take place so as to achieve the revised construction contract value identified in 5.3 above.

5.5 Subject to the cashflow for Langlee PS, it is envisaged that award and commencement on site will take place around September or October 2016. With a 55 week construction programme, this will see the new build complete by October/November 2017 and, like Langlee, the demolition and finishing off works will take the project through to May 2018.

6 IMPLICATIONS

6.1 Financial

(a) The Executive Committee approved a new Langlee and Broomlands PS with a combined capital budget of £20.5M in October 2014. The design, consents and procurement stages for both projects have now been completed.

In addition to the virement identified to Executive Committee in August 2015, a separate report presented to this meeting on the Monitoring of the Capital Financial Plan 2016/17 advised of a £0.05M virement from each school to part fund Sluice works in care homes.

(b) A further virement of £1.007M in 2017/18 is required from Langlee to Broomlands to allow this school to proceed to contract award.

(c) Given the budget saving identified within the Langlee project, the remaining balance of £0.101M is returned to the Emergency & Unplanned Schemes fund for 2017/18.

	Previous spend	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000
Langlee Primary School					
- Current Budget (after Sluice virement)	588	6,966	4,152	0	11,706
- Projected Budget	588	7,079	2,929	2	10,598
Variance	0	113	(1,223)	2	(1,108)
Broomlands Primary School					
- Current Budget (after Sluice virement)	552	6,799	1,324	0	8,675
- Projected Budget	552	3,526	5,227	377	9,682
Variance	0	(3,273)	3,903	377	1,007
Savings			(101)		(101)

6.2 Risk and Mitigations

- (a) All consents and permissions required to commence construction have been secured. The changes made to both schools as a result of the tender returns in January 2016 have been identified as non-material to the planning consent granted in 2015.
- (b) There are no land related risks associated with these two projects.
- (c) There is no statutory consultation process required under Education legislation given that the new builds are both within the existing school boundary.
- (d) There is a construction risk associated with each project. A construction contingency of £0.3M is being retained on each project to deal with changes that may have to be made and for which the Council retains responsibility. This is in addition to the Contractor's risk transfer for design, workmanship and construction coordination. A further return of this contingency to the Emergency and Unplanned Schemes fund is capable of being made at the appropriate stage in the construction contract.

6.3 Equalities

There are no Equalities or Diversity issues associated with this report

6.4 Acting Sustainably

There are no direct economic, social or environmental issues with this report.

6.5 Carbon Management

There are no direct carbon emissions impacts as a result of this report.

6.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

6.7 Changes to Scheme of Administration or Scheme of Delegation

No changes to the Scheme of Administration or Delegation are required as a result of this report.

7 CONSULTATION

7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

7.2 The Corporate Equalities and Diversity Officer and the Corporate Communications Unit have been consulted and their comments have been incorporated into the final report.

Approved by

Service Director Assets and Infrastructure **Signature.....**

Author(s)

Name	Designation and Contact Number
Steven Renwick	Projects Manager, 01835 826687

Background Papers: None

Previous Minute Reference: Executive Committee, 21 October 2014
Executive Committee, 18 August 2015

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Corporate Management Support can also give information on other language translations as well as providing additional copies.

Contact us at Corporate Management Support, Council HQ, tel 01835 824000

BUSINESS INCUBATOR SPACE – PILOT PROJECT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 This report recommends a pilot project in Tweeddale to provide business incubation space in the Council’s Rosetta Road offices. The pilot project will provide space to allow start-up businesses to establish themselves and start growing.**
- 1.2 Council officers have previously identified the need for additional employment land allocations in the Peebles area due to the demand for business and industrial space in the area. In recognition of the lead-in times to develop new employment land, officers have also been reviewing the availability of existing business property.
- 1.3 A review of existing Council property in Tweeddale was undertaken to identify any buildings that could be re-purposed as premises for business use. The key opportunity that was identified was the Council offices at Rosetta Road, Peebles.
- 1.4 There is clear potential for a pilot project to lease some space at the Council’s Rosetta Road offices to start-up or other micro businesses. The service will be offered as an “incubation” process so that there is a turnover of businesses and the Council does not compete directly with private sector suppliers in the area. The pilot will be delivered at modest cost and will not have a noticeable impact on the day-to-day Council operations in the offices.

2 RECOMMENDATIONS

- 2.1 I recommend that Executive Committee:**
 - (a) Agrees the proposed pilot project to provide business incubator space at the Council’s Rosetta Road offices in Peebles; and**
 - (b) Agrees that a review of the pilot project will be undertaken after its first year of operation, and that the findings are reported to Committee in due course.**

3 BACKGROUND

- 3.1 Council officers have previously identified the need for additional employment land allocations in the Peebles area due to the demand for business and industrial space in the area. Work is currently under way to identify additional employment land allocations to ensure that there is a long term supply of land in the area to facilitate business expansion.
- 3.2 In recognition of the long lead-in times to bring forward new employment land sites, officers have also been reviewing the availability of existing business property. As part of that overview, the Chief Executive requested that a review of existing Council property in Tweeddale be undertaken to identify any buildings that could be re-purposed/converted into premises for business use. The key opportunity that was identified was the Council offices at Rosetta Road, Peebles.
- 3.3 This review and potential project fits with the Scottish Borders Economic Strategy 2023 by helping to support business start-up and growth and also ensuring that there are suitable premises available for businesses.

4 BUSINESS INCUBATION SPACE PILOT PROJECT

- 4.1 Following investigation of the potential for any of the Council's assets in the Tweeddale area to be re-purposed to provide space for businesses, the most appropriate spaces were in the Rosetta Road Offices in Peebles. A number of underutilised spaces were identified in the main building. Some of these offices are immediately available and could be provided for business use with very little cost to the Council. There are also some options for future expansion of that use, should it prove to be a successful and viable approach to supporting businesses in the Tweeddale area.
- 4.2 There is potential for a self-contained suite of offices on the ground floor based on the space that was formerly occupied by the Sherriff Court. It is intended to let three offices to businesses: the Large Witness Room; the Reception Room; and the Witness Room. There are also two very small spaces that will be used as bookable meeting rooms for the businesses. Helpfully, this suite can be accessed using the southerly side entrance which is a disabled compliant access. There may also be the potential to let space in the North Annex in the room next to the Driving Services Agency office. This would provide 78m² of space in the main building and potentially 15m² in the Annex.
- 4.3 Using this building the Council will provide start-up/incubator office space for local businesses. The service will provide a "stepping-stone" space for the step beyond working at home. Over time, each business would be expected to grow and move into local privately run space. The length of occupation would be limited so that there was a regular turnover of businesses. The Council does not wish to compete directly with the private sector. The aim is to complement the existing offer from the private sector by providing a stepping stone for start-up businesses.
- 4.4 There are no Planning or Listed Building approvals required because the proposal uses existing office space. There may be a requirement for Building Standards approval in order to reflect the different range of users in the building.

5 MAKING IT EASY TO USE

- 5.1 The aim in setting up these small offices is to make sure that it is easy for start-up businesses to access and use the space. It is proposed that the Council will offer 'easy in/easy out' terms for any occupation. An all-inclusive rent will be charged to cover heat, light, rates, cleaning and furniture. The Estates service will work with the Legal service to develop a simple 'Licence to Occupy' rather than a lease to make it easier for businesses to move in and out of the space. The Estates Service will manage the 'ins and outs' of tenants. Rental levels are still to be agreed, bearing in mind that 'easy in/easy out' terms are worth a premium for small businesses. Depending on how the project progresses, some of the space may be made available as a 'hot desk' area that could be booked out on a half day/day basis.
- 5.2 The Council will make sure that there is WiFi connectivity available to the tenants. In relation to telephony, the expectation is that the small businesses would rely on the flexibility of mobile phones, rather than land lines. Desks and chairs will be provided by the Council in each office space. An entry-phone system will be installed so that each separate office can be buzzed from the entrance, rather than having a staffed reception. An appointment booking system would be put in place for the meeting rooms and a kitchen area is available with a fridge. The Council would also provide a cleaning service, the intruder alarm and fire alarm as part of the existing services in the building. Business advice and support will be available through a regular Business Gateway Adviser presence.
- 5.3 **Future Options**
- If demand is demonstrated with the initial three rooms then consideration could be given to letting further space in the building. Future options could include the use of other rooms on the ground floor; and the use of the first floor. Alternative spaces would be required for these existing functions and any use of the first floor would require the significant work to decant Social Work staff into space on the ground floor, or elsewhere. The first floor does not meet the current accessibility standards required to comply with the Equalities Act and the associated building regulations, but solutions may be identified. The Council chamber has potential for use as a meeting room as well.
- 5.4 This is a pilot project for the Tweeddale area, but if it proves successful in this location, it could provide a suitable model for delivery in other towns across the Scottish Borders. It is intended that the success of the pilot project will be reviewed after its first full year of operation. Measures of success will include: considering how many businesses have used it; and how many have successfully moved on to other privately owned spaces.

6 IMPLICATIONS

6.1 Financial

The costs for making the changes to the building will be approximately £7,500 and will be met from within existing Economic Development budgets. The main items of cost are replacing the WiFi in that area of the building to enable external users; replacement of carpeting in some areas; the closure of the "reception hatch" at the former courtroom entrance; and a new entry phone system with phones in each office space. Letting the space would be a positive step for the Council because as well as supporting start-up businesses, the Council will also secure income from space that it is not currently fully utilising.

6.2 Risk and Mitigations

There is a reputational risk to the Council if it does not fully utilise the assets at its disposal. This risk is mitigated by the proposed pilot project which will provide space for business start-ups, which in turn demonstrates productive use of Council assets and secures an ongoing income stream. The risk of bad debt and other problems with tenants will be mitigated by the 'easy-in, easy-out' terms that are being developed by the Legal Team. Rentals will be charged up front, rather than in arrears to minimise bad debt.

6.3 Equalities

An Equalities Impact Assessment for the project will be undertaken before it is finalised in order to ensure that there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising.

6.4 Acting Sustainably

The proposal is aimed at supporting business start-ups to develop and grow. This will contribute to local economic activity and growth and the long term sustainability of the local economy and community.

6.5 Carbon Management

It is not expected that this pilot project will increase the Council's carbon footprint because it makes use of existing space that is already heated and lit by the Council. Energy efficiency good practice will be promoted to the tenants as part of their tenancy agreement.

6.6 Rural Proofing

Rural Proofing is not required as the proposal does not relate to new or amended Council policy or strategy.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the report.

Approved by

Rob Dickson

Corporate Transformation and Services Director

Signature

Author(s)

Name	Designation and Contact Number
Bryan McGrath	Chief Officer Economic Development, Chief Executives – Tel 01835 826525

Background Papers: None

Previous Minute Reference: None

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Bryan McGrath can also give information on other language translations as well as providing additional copies.

Contact us at Bryan McGrath, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 826525, email bmcgrath@scotborders.gov.uk

This page is intentionally left blank

COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

Report by Service Director Neighbourhood Services

EXECUTIVE COMMITTEE

16 August 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report presents Scottish Borders Council's Complaints Annual Performance Report for 2015-16, which provides data for the eight performance indicators the Scottish Public Services Ombudsman (SPSO) require all Local Authorities to report against each year.**
- 1.2 A summary of the main changes to performance in 2015-16 is provided in Section 4 of this report. The changes include an overall reduction in the number of complaints received, a percentage increase in the number of complaints handled at Stage One and a reduction in the number of complaints upheld which had been escalated from Stage One to Stage Two. This is then followed by a summary of benchmarking data from 2014-15, in Section 5. Appendix 1 provides more detail for each of the eight Performance Indicators.
- 1.3 A number of areas for improvement are committed to in Section 6 of the annual report. In summary these commitments are:
- a. To improve responses given in respect of complaints not upheld at Stage One, with a view to reducing the number of complaints escalated to Stage Two.
 - b. To improve the response times of complaints handled at Stage Two and those escalated from Stage One to Stage Two.
 - c. To improve the complaint Customer Satisfaction Survey to obtain a better understanding of the specific reasons for complainants satisfaction or dissatisfaction.
 - d. To expand the volume of compliments and other comments captured and ensure these are reflected alongside the arrangements in place for handling complaints.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:-**
- (a) **Notes the performance of handling complaints for the period 1 April 2015 to 31 March 2016;**
 - (b) **Endorses the identified improvement actions as follows:**
 - (i) **To improve responses given in respect of complaints not upheld at Stage One, with a view to reducing the number of complaints escalated to Stage Two.**

- (ii) To improve the response times of complaints handled at Stage Two and those escalated from Stage One to Stage Two.**
 - (iii) To improve the complaint Customer Satisfaction Survey to obtain a better understanding of the specific reasons for complainants satisfaction or dissatisfaction.**
 - (iv) To expand the volume of compliments and other comments captured and ensure these are reflected alongside the arrangements in place for handling complaints.**
- (c) Approves the annual report to be submitted to the SPSO and for the Council to publish the report.**

3 BACKGROUND

- 3.1 The Public Services Reform (Scotland) Act 2010 gave the SPSO the authority to lead the development of a complaints handling procedure to be used across the public sector.
- 3.2 In May 2012, the SPSO issued guidance on the handling of complaints, 'Local Authority Model Complaints Handling Procedure', and in November 2012 Scottish Borders Council approved a 'Complaints Handling Procedure' (CHP) based on this guidance which then became publicly available.
- 3.3 In August 2014, the SPSO issued guidance stating that the annual performance of Local Authorities handling of complaints should be formally presented in an annual report across eight specified key performance indicators. It was later confirmed that this report should be published.
- 3.4 Members are kept aware of key SPSO indicators on a quarterly basis through Scottish Borders Council's Corporate Performance reporting to Executive Committee. This covers not only the quarterly data, but also the action being taken within services to maintain or improve performance, and the case studies that demonstrate how SBC is learning from complaints. This information is also reported publicly on a quarterly basis.
- 3.5 In November 2015 Scottish Borders Council agreed with the SPSO that the SPSO decisions, recommendations and subsequent actions would be reported in the Complaints Annual Performance Report.
- 3.6 Scottish Borders Council's first Complaints Annual Performance Report was published in January 2015. This is the third such report and covers 2015-16 performance.

4 PERFORMANCE

- 4.1 Scottish Borders Council received 564 valid complaints in 2015/16. This compares with 619 in 2014/15, a reduction of 55 complaints.
- 4.2 In 2015/16 Scottish Borders Council handled 24 fewer complaints at Stage One than in the previous year.

- 4.3 Despite this overall reduction in numbers handled, there was an increase in the percentage of complaints handled at Stage One from 81.4% in 2014/15 to 85.7% in 2015/16. As a result fewer complaints were closed at Stage Two in 2015/16 which is a positive trend to be encouraged, as it provides the customer with a quicker response and saves the Council on resources as Stage Two complaints involve more work.
- 4.4 Whilst fewer complaints were handled at Stage One, Scottish Borders Council's performance in closing these complaints within the prescribed timescales fell slightly from 86.9% in 2014/15 to 85.2% in 2015/16.
- 4.5 Overall there has been very little change in any aspect of Scottish Borders Council's performance at Stage Two.
- 4.6 The number of closed complaints escalated from Stage One to Stage Two has increased by 7 in 2015/16. 83.3% of the escalated complaints were closed within the prescribed timescale of 20 working days. This compares to 60.9% in 2014-15 which is a significant improvement.
- 4.7 55.6% of complaints were not upheld at Stage One. 6.3% of all complaints handled at Stage One were escalated to Stage Two. 76.7% of these escalated complaints were not upheld compared to 52.2% in 2014/15. This is a significant improvement compared to the previous year and supports the original decision to not uphold the complaint at Stage One.
- 4.8 Just over half of the complainants (51.5%) who completed the Complaint Satisfaction Survey were either very satisfied or satisfied with the complaints process and their experience of making a complaint. Just over a third (35.5%) were very dissatisfied or dissatisfied and the remaining 13% were neither satisfied nor dissatisfied or did not know.

5 BENCHMARKING

- 5.1 Each year a benchmarking exercise is undertaken by the Local Authority Complaint Handling Network (LACHN) and the SPSO to gather Performance Indicator statistics from each Local Authority. It should be noted this benchmarking is using 2014-15 data as the 2015-16 data is not yet available for other Local Authorities or nationally.
- 5.2 The LACHN is made up of representatives from all Scottish Local Authorities and meets regularly to review complaint handling. Local Authorities work within Family Groups which have similar geographic and/or demographic characteristics.
- 5.3 Officers have obtained permission from two Local Authorities from within Scottish Borders Council's Family Group to compare SBC's performance against theirs, and against the national average.
- 5.4 In 2014/15, Scottish Borders Council received 5.4 complaints per 1000 of the population, which compares favourably with the national average of 12.2.
- 5.5 Scottish Borders Council handled 81.4% of complaints at Stage One, which is in line with the national average and is significantly higher than both Argyll & Bute Council at 76.8% and Aberdeenshire Council at 62.1%.

- 5.6 On average it has taken Scottish Borders Council longer to respond to complaints escalated from Stage One to Stage Two than the national average and Argyll & Bute Council, although Scottish Borders Council responds quicker than Aberdeenshire Council. It should be noted that the average times for all three Authorities are within the prescribed 20 working days timescale.

6 IMPROVEMENT PLAN

- 6.1 Scottish Borders Council is continuously looking to improve its services. In the 2014-15 performance report three key areas were identified for improvement.
- 6.2 The findings carried forward from the 2014-15 were to increase the number of complaints closed within the timescales at all three stages of complaint handling, to introduce a Customer Satisfaction Survey and to undertake benchmarking analysis. Success has been achieved in all three key areas; although the improvement plan highlights the need to continue to make improvements in two of the three areas.
- 6.3 Scottish Borders Council's Complaint Officer Group has undertaken to review responses issued to customers at Stage One. By doing this, improvement may be made in future communications given to complainants to aid their understanding of the outcome of their complaint and avoid escalation to the next stage.
- 6.4 As a group, the Complaint Officers will monitor more closely performance around response times particularly at Stage Two and complaints escalated from Stage One to Stage Two.
- 6.5 Changes will be made to the Customer Satisfaction Survey to gather additional information for each question asked. This will allow a better understanding of the specific reasons for satisfaction or dissatisfaction.
- 6.6 To expand the volume of compliments and other comments captured and ensure these are reflected alongside the arrangements in place for reporting complaints. This improvement has been identified as an improvement action within Scottish Borders Council's Annual Governance Statement 2015-16.

7 IMPLICATIONS

7.1 Financial

There are no costs attached to any of the recommendations contained in this report.

7.2 Risk and Mitigations

This report satisfies the requirements as set down by the Scottish Public Services Ombudsman (SPSO) in respect of complaints handling performance monitoring and reporting. Approval of the report, its submission to SPSO and publication of the report will mitigate the risk of non-compliance with required practice.

This page is intentionally left blank

complaints annual performance report

SCOTTISH BORDERS COUNCIL
2015/16

Page 295



CONTENTS

COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

INTRODUCTION	3
SUMMARY	4
COMPLAINTS HANDLING PROCEDURE	5
HOW CUSTOMERS COMPLAINED	6
INDICATOR 1 – COMPLAINTS RECEIVED PER 1,000 OF POPULATION	7
INDICATOR 2 – CLOSED COMPLAINTS	8
INDICATOR 3 – COMPLAINTS UPHELD/NOT UPHELD	9
INDICATOR 4 – AVERAGE TIME SPENT RESPONDING TO COMPLAINTS	10
INDICATOR 5 – COMPLAINTS CLOSED AGAINST TIMESCALES	11
INDICATOR 6 – COMPLAINTS THAT REQUIRE AUTHORISED EXTENSIONS	12
INDICATOR 7 – CUSTOMER SATISFACTION	13
INDICATOR 8 – WHAT WE HAVE LEARNT, CHANGED OR IMPROVED	14
BENCHMARKING AGAINST OTHER LOCAL AUTHORITIES	16
NEXT STEPS	22
SPSO LEARNING AND IMPROVEMENT	23

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

INTRODUCTION

*“putting our customers
at the heart of what we do”*



I am pleased to present Scottish Borders Council's third annual Complaints Performance Report, which gives details on customer complaints received by the Council between 1 April 2015 and 31 March 2016. This report reflects the information collected throughout the year which is considered during management meetings and presented to the Executive Committee quarterly.

The report provides information based on key performance indicators which every Local Authority in Scotland reports on, the details of which are submitted to and collated by

the Scottish Public Services Ombudsman (SPSO) annually.

For the first time this year, we are able to compare our performance for 2014-15 against two other Local Authorities, Argyll & Bute and Aberdeenshire, who have kindly agreed that we can publish their data.

Also included in the report for the first time is information gathered through the introduction of the Complaint Satisfaction Survey in June 2015. While the responses are small in number, they are invaluable in helping us improve our customer's experience when they make a complaint.

It is always disappointing to hear our services have fallen below the standards expected by our customers, but this feedback provides us with the opportunity to continuously review and where necessary make improvements to our service to ensure they meet the needs of the residents of the Scottish Borders. We will therefore continue to monitor trends and patterns in complaints, to help us identify areas where improvements can still be made, and which may result in changes in the way we serve our customers.

Tracey Logan
Chief Executive
Scottish Borders Council

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

SUMMARY

Page 298

BACKGROUND

The statistics gathered in this report are based on eight key performance indicators devised by the Scottish Public Services Ombudsman (SPSO) in conjunction with all 32 Scottish Local Authorities.

All complaints detailed on the report are handled under the Council's Complaints Handling Procedure (CHP) which complies with the SPSO model for Public Services complaint handling.

This is the third year of handling complaints under the revised complaints handling model. This report details our performance in 2015-16, and for the first time also includes information on how satisfied our customers have been with their complaint journey.

Also included is benchmarking data and information on complaints received by the Scottish Public Services Ombudsman for 2014-15.

Complaint Officer meetings are held to highlight issues surrounding complaints. Work is being undertaken as part of these meetings to establish a formal procedure for reviewing complaints and implementing any actions to prevent reoccurrences. These meetings are also used to share best practice so that lessons learned are disseminated across the Council.

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

COMPLAINTS HANDLING PROCEDURE (CHP)

Page 299

We regard a complaint as any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf. We value all complaints and use the information from them to help us improve our services.

Stage One – We aim to resolve complaints quickly and close to where we provide the service. We will give a decision at Stage One in five working days or less, unless there are exceptional circumstances.

Stage Two – If customers are dissatisfied with our response at Stage One they can escalate their complaint to Stage Two. We also handle complaints immediately via Stage Two if they are complex and require a detailed investigation. We will acknowledge all Stage Two complaints within three working days and will give a full response as soon as possible and within 20 working days. If the investigation will take longer than 20 days we will agree revised time limits with the customer and keep them updated on the progress of their complaint.

Where a customer is dissatisfied with the Council's decision regarding a Stage Two complaint, they may then contact the Scottish Public Services Ombudsman (SPSO) to ask him to consider it.

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

HOW CUSTOMERS COMPLAINED

Page 300

The statistics in this report do not include complaints that have been closed as invalid. The types of complaints closed as being invalid include:

- routine first time requests for a service
- requests for compensation
- requests for information or an explanation of policy or practice
- Insurance Claims

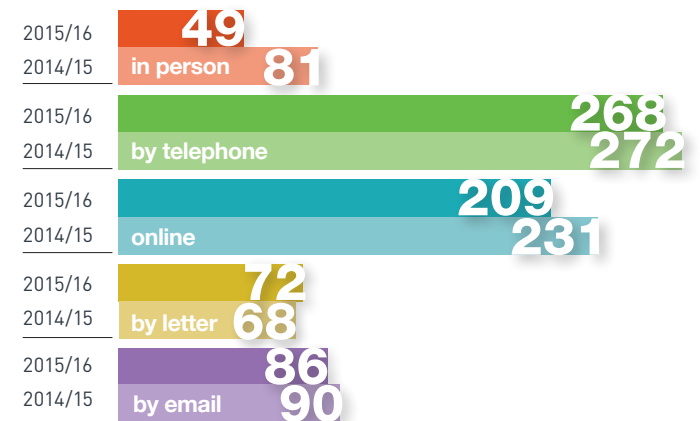
Customers can complain to or comment about the Council in a range of different ways.

During 2015-16 we received **684** complaints from customers who chose the following ways to contact us with a complaint.

120 complaints were subsequently classed as invalid but are included here to fully detail the preferred methods of contact.



Totals for



INDICATOR 1 COMPLAINTS RECEIVED PER 1,000 OF POPULATION

This indicator records the total number of complaints received by Scottish Borders Council in the period 1 April 2015 to 31 March 2016. This is the sum of the number of complaints received at Stage One and the number of complaints received directly at Stage Two divided by the estimated population size which was obtained from the National Records of Scotland.

This does not include the 120 complaints closed as invalid.

TOTAL POPULATION

The population of Scottish Borders is estimated at **114,030** (mid year population estimate)

OUTCOME OF COMPLAINTS HANDLED

SBC handled **564** valid complaints from customers, meaning that an average of **4.9** valid complaints were received per 1,000

AVERAGE

This indicates that, on average **1** in every **202** Scottish Borders residents have registered a complaint about our services

2014-15 AND 2015-16 COMPARISONS

COMPLAINTS RECEIVED PER 1000 OF POPULATION

	2014/15	2015/16	Variance
Population total	114,030	114,030	0
Total number of valid complaints	619	564	-55
Complaints per 1000 population	5.4	4.9	-0.5

The population in the Scottish Borders has remained static over the last 2 years. As the number of complaints received in 2015-16 has reduced by 55, this has resulted in a reduction of 0.5 complaints received per 1000 of the Scottish Borders population.

INDICATOR 2 CLOSED COMPLAINTS

This indicator provides information on the number of complaints closed at Stage One, Stage Two and after escalation from Stage One to Stage Two as a percentage of all complaints closed.

Escalated complaints are those which had been resolved at Stage One; however the customer is not satisfied with that conclusion and requests the same issue to be considered again.

The term 'closed' refers to a complaint that has had a response sent to the customer and at the time, no further action was required.

STAGE ONE COMPLAINTS
480 complaints closed at Stage One, representing 85.7% of all complaints closed

STAGE TWO COMPLAINTS
80 complaints were closed at Stage Two, representing 14.3% of all complaints closed

ESCALATED COMPLAINTS
30 complaints were closed after escalation from Stage One, representing 5.3% of all complaints closed

Although a complaint is received between 1 April 2015 and 31 March 2016, it may not be possible to close the complaint within this period on occasions; therefore the figures in Indicator 1 and Indicator 2 may differ.

2014-15 AND 2015-16 COMPARISONS

CLOSED COMPLAINTS

	2014/15		2015/16		Variance	
	No.	% of Total	No.	% of Total	No.	%
Stage One	504	81.4%	480	85.7%	-24	+4.3%
Stage Two	115	18.6%	80	14.3%	-35	-4.3%
Escalated from Stage One	23	3.7%	30	5.3%	+7	+1.6%

In 2015/16 Scottish Borders Council closed 85.7% of all complaints received at Stage One. This is an improvement on 2014/15 where 81.4% of complaints were closed at Stage One. As a result fewer complaints were closed at Stage Two in 2015/16. This is a positive outcome for the year. While the overall number of complaints has reduced, the number of closed complaints escalated from Stage One to Stage Two has increased by 7 in 2015/16. This is to be expected due to the fact that a higher percentage of complaints were handled at Stage One in 2015-16, and because a higher percentage of those complaints were not upheld.

INDICATOR 3 COMPLAINTS UPHELD/ NOT UPHELD

There is a requirement for a formal outcome to be recorded for each complaint. Scottish Borders Council made the decision not to have a partially upheld outcome when the Complaint Handling Procedure was introduced. Complaints are therefore either recorded as upheld or not upheld.

STAGE ONE COMPLAINTS

213 complaints were upheld at Stage One, representing 44.4% of complaints closed at Stage One 267 complaints were not upheld at Stage One, representing 55.6% of complaints closed at Stage One

STAGE TWO COMPLAINTS

31 complaints were upheld at Stage Two, representing 38.8% of complaints closed at Stage Two 49 complaints were not upheld at Stage Two, representing 61.2% of complaints closed at Stage Two

ESCALATED COMPLAINTS

7 complaints were upheld after escalation, representing 23.3% of complaints closed after escalation 23 complaints were not upheld after escalation, representing 76.7% of complaints closed after escalation

2014-15 AND 2015-16 COMPARISONS

COMPLAINTS UPHELD/NOT UPHELD

	2014/15		2015/16		Variance	
	No.	% of Total	No.	% of Total	No.	% of Total
Stage One - upheld	248	49.2%	213	44.4%	-35	-4.8%
Stage One - not upheld	256	50.8%	267	55.6%	+11	+4.8%
Stage Two - upheld	34	29.6%	31	38.8%	-3	+9.2%
Stage Two - not upheld	81	70.4%	49	61.2%	-32	-9.2%
Escalated from Stage One - upheld	11	47.8%	7	23.3%	-4	-24.5%
Escalated from Stage One - not upheld	12	52.2%	23	76.7%	+11	+24.5%

The number of complaints upheld at Stage One has decreased from 49.2% in 2014/15 to 44.4% in 2015/16, whereas at Stage Two the number of complaints upheld has increased from 29.6% in 2014/15 to 38.8% in 2015/16. However, the biggest change is the number of complaints that were escalated from Stage One to Stage Two where 47.8% were upheld in 2014/15 and only 23.3% have been upheld in 2015/16. Whilst the increase in complaints escalated from Stage One to Stage Two indicates that more people were dissatisfied with the outcome of their complaint at Stage One, the reduction in escalated complaints that were upheld supports the original decision to not uphold the complaint.

INDICATOR 4 AVERAGE TIME SPENT RESPONDING TO COMPLAINTS

The average time spent in working days for a full response to complaints at each stage.

STAGE ONE COMPLAINTS
We aim to respond to and close Stage One complaints within **5** working days.
The average time to respond to a complaint at Stage One was **4** working days

STAGE TWO COMPLAINTS
We aim to respond to and close Stage Two complaints within **20** working days. The average time to respond to a complaint at Stage Two was **17.2** working days

ESCALATED COMPLAINTS
We aim to respond to escalated complaints within **20** working days.
The average time to respond to escalated complaints was **16.7** working days

Page 304

2014-15 AND 2015-16 COMPARISONS

AVERAGE TIME SPENT RESPONDING TO COMPLAINTS (IN DAYS)

	2014/15	2015/16	Variance
Stage One	3.9	4	+0.1%
Stage Two	17.3	17.2	-0.1%
Escalated from Stage One	17.5	16.7	-0.8%

Whilst there has been little change in the overall response times we have seen a slight reduction in the average response times for complaints escalated from Stage One to Stage Two. However, all average response times remain within the prescribed timescales.

INDICATOR 5 COMPLAINTS CLOSED AGAINST TIMESCALES

This indicator reports the number and percentage of complaints at each stage which were closed in full within the set timescales of 5 and 20 working days. These include cases where an extension to the timescales has been authorised.

STAGE ONE COMPLAINTS
409 complaints were closed at Stage One within 5 working days, representing 85.2% of all Stage One complaints

STAGE TWO COMPLAINTS
62 complaints were closed at Stage Two within 20 working days, representing 77.5% of all Stage Two complaints

ESCALATED COMPLAINTS
25 escalated complaints were closed within 20 working days, representing 83.3% of all complaints that were escalated from Stage One to Stage Two

2014-15 AND 2015-16 COMPARISONS

COMPLAINTS CLOSED AGAINST TIMESCALES

	2014/15		2015/16		Variance	
	No.	% of Total	No.	% of Total	No.	% of Total
Stage One	438	86.9%	409	85.2%	-29	-1.7%
Stage Two	89	77.4%	62	77.5%	-27	+0.1%
Escalated from Stage One	14	60.9%	25	83.3%	+11	+22.4%

The number of complaints closed at Stage One within the timescales fell from 86.9% in 2014/15 to 85.2% in 2015/16. The percentage of complaints escalated from Stage One to Stage Two closed within the 20 working days measure has increased from 60.9% in 2014/15 to 83.3% in 2015/16. This represents a significant improvement in view of the increased numbers of complaints escalated from Stage One to Stage Two in 2015/16.

INDICATOR 6 COMPLAINTS THAT WERE GRANTED AUTHORISED EXTENSIONS

This indicator reports the number and percentages of complaints at each stage where an extension to the 5 or 20 working day timeline was authorised.

It does not however include the numbers of complaints where responses were late and an extension was either not recorded or not requested.

STAGE ONE COMPLAINTS
16 complaints closed at Stage One were granted an extension, representing 3.3% of Stage One complaints

STAGE TWO COMPLAINTS
14 complaints closed at Stage Two were granted an extension, representing 17.5% of Stage Two complaints

ESCALATED COMPLAINTS
3 complaints closed after being escalated from Stage One to Stage Two were granted an extension, representing 10% of escalated complaints

2014-15 AND 2015-16 COMPARISONS

COMPLAINTS THAT WERE GRANTED AUTHORISED EXTENSIONS

	2014/15		2015/16		Variance	
	No.	% of Total	No.	% of Total	No.	% of Total
Stage One	13	2.6%	16	3.3%	+3	0.7%
Stage Two	20	17.4%	14	17.5%	-6	0.1%
Escalated from Stage One	7	30.4%	3	10.0%	-4	-20.4%

The number of complaints requiring an extension is less than 6% of those received (excluding those classed as invalid). There has been an increase in the number of complaints at Stage One given an extension, and a small increase in Stage Two complaints given an extension. However, there has been a significant reduction from 30.4% to 10% in the number of complaints escalated from Stage One to Stage Two where an extension has been granted.

INDICATOR 7 CUSTOMER SATISFACTION

Scottish Borders Council has developed a Complaint Satisfaction Survey, which was implemented on 10 June 2015. Customers are contacted approximately one week after their complaint was closed inviting them to complete our survey.

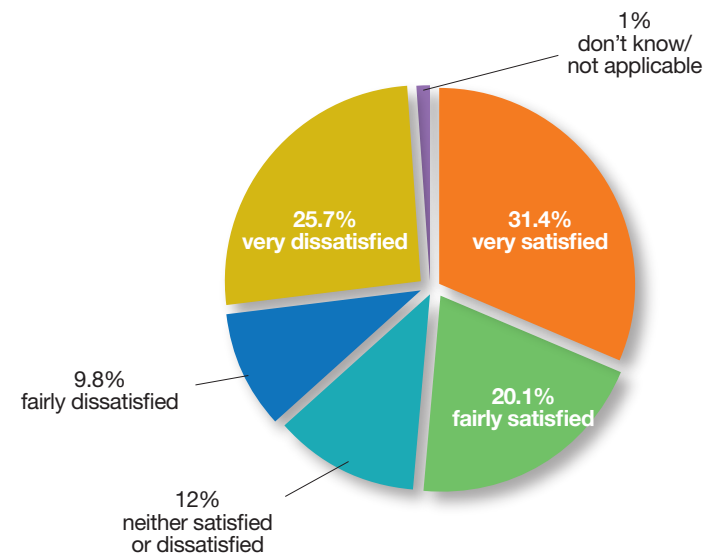
The survey asks the customer to state how satisfied or dissatisfied they were with:

- Being able to deal with someone who could help you with your complaint?
- That someone took responsibility for your complaint?
- Being given information that was easy to understand?
- Being given all the information you needed?
- Being treated fairly?
- Being kept up to date on the progress of your complaint?
- How well the staff did their job?
- The time taken to deal with your complaint from start to finish?
- The final outcome?

Not all customers who complained were invited to take part in the survey due to either the sensitive nature of their complaint or the complaint being made anonymously. For the period 10 June 2015 to 31 March 2016 383 complaints were closed, and 314 survey invitations were sent.

Of the 314 surveys that were issued, only 41 were returned giving a return rate of only 13.1%.

As the number of people that have completed the survey is very low, it is difficult to get a full picture of how satisfied our customers are with how their complaint was handled. Of those that have responded, the overall outcomes show that 51.5% of people were either very or fairly satisfied compared to 35.5% who were very or fairly dissatisfied.



Improvements need to be made in how we gather information that tells us why a customer was satisfied or dissatisfied. Changes to the survey will be implemented to allow a customer to feedback any specific comments regarding each question in future and more in depth reporting will therefore be available in the next Complaints Annual Performance Report. We will also consider how to improve the return rate of the survey, although this may be difficult to achieve.

In addition to this, consideration will also be given as to how to improve the collection of comments and compliments, and to report the levels in next year's Complaints Annual Performance Report.

INDICATOR 8

WHAT WE HAVE LEARNT, CHANGED OR IMPROVED

Formal complaint reports are provided to the Corporate Management Team on a monthly basis and complaints performance information is provided to Elected Members on a quarterly basis through our Corporate Public Performance report.

www.scotborders.gov.uk/performance

We take all complaints seriously, and the information gathered from them is invaluable in helping to continually improve our services. Since the introduction of the Complaints Handling Procedure, many changes have been made to services as a result of complaints and some examples of case studies are detailed in this section.

CASE STUDY 1

A customer applied for a Bus Pass on the grounds of disability due to a medical condition that meant he was not allowed to drive. He provided a letter from the DVLA acknowledging his driving licence to them and a letter from his GP confirming that he could not drive. However, the Bus Pass was refused because the letter from the DVLA was not the specific letter as stated in the Transport Scotland criteria, it was just an acknowledgement of him returning his licence.

The customer complained that in order for him to get the specific letter from the DVLA it would take months, and in the meantime he would not be able to travel, and this was not acceptable.

After speaking to Transport Scotland, they investigated with the DVLA and found that since the Bus Pass criteria was set the DVLA criteria had changed along with their letters. This meant that Transport Scotland allowed us to award the customer his Bus Pass and gave us greater power to use our own discretion until they are in a position to notify all Local Authorities of the updated criteria for these types of passes.

The customer was very satisfied with the outcome of this complaint, and told us his faith in public services had been restored.

CASE STUDY 2

On reviewing complaints within the Education Service, a trend showed that some complaints have been escalated as relationships between parents and the school has broken down. In these cases, mediation has been offered to rebuild these relationships, recognising the valuable role that parents have in supporting the learning of their children at school and being clear that learning is enhanced when parents and schools work together.

CASE STUDY 3

A customer contacted Customer Services to book an appointment to register the death of a family member. They complained because they had to wait in a queue for their call to be answered which was not acceptable at such a difficult time for them.

As a result of this complaint we have worked closely with two local Funeral Directors to develop an online booking system. The Funeral Director can advise the customer during their first meeting that they can book the appointment for them to register the death. They complete an online booking form which provides Customer Services with the name of the person who will be attending the appointment, the name of the person who has passed away and the preferred date/time/office for the appointment.

An appointment is booked by Customer Services and a response issued to the Funeral Director to advise the details and they confirm this with the customer. This booking system is being rolled out to all Funeral Directors in the Scottish Borders, and makes the process less stressful for the customer as they no longer need to make contact with Customer Services directly.

CASE STUDY 4

A customer complained that information had been passed to Social Work which was untrue.

As result of this complaint, a review of the procedures for taking a referral was undertaken. The review of Policy and guidance on Social Work case records recommends that the writing of all records, referrals, emails and letters should clearly state what is fact and what is professional opinion. The Open Access policy regarding the sharing of information between Agencies was also reviewed. It was recommended that best practice would be to make service users aware of what was being shared with other agencies through referrals to reduce the chance of them being surprised or upset by anything that is written.

CASE STUDY 5

A customer applied for a clothing grant for their three children, with the youngest child just starting school for the first time. The customer complained about the length of time it was taking to process her application because she needed to buy the school uniforms.

On investigation, it was found that the whole application was being held back because the youngest child had not been enrolled on the school system, and payment couldn't be made until they were registered. However, the application could have been processed for the two older children, while waiting for the start of term for the youngest child.

The processing instructions have now been updated to ensure that if additional information is required for one part of an application, this should not hold up processing the remainder of that application.

CASE STUDY 6

A customer complained that when emptying an overflowing communal wheelie bin over the Christmas period, one of the Operatives threw some of the side waste sacks into the corner of the carpark. This resulted in the bags splitting and spilling their contents with no attempt to pick them up.

Following an investigation, it was found that because of the public holidays the loaders on some routes were being operated by either agency workers or staff from other departments. It was established during the investigation that because of this, not all of the crew were aware that the side waste, which is not usually picked up, should have been collected over the Christmas period.

Measures have now been put in place to ensure that all crew are given clear instructions prior to public holidays. Regular checks are also now being made to ensure that brushes are available on each vehicle to clear up any litter left from a collection.

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

BENCHMARKING 2014-15

Page 310

Benchmarking statistics are now available for complaints for Indicators 1 – 6 for 2014-15 which allows us to compare our performance against other Local Authorities.

A summary of the overall statistics has now been produced by the Improvement Service, however this summary has not yet been published.

It should be noted that the summary data takes no account of differences in how Local

Authorities handle their complaints, for example, the different ways that some Local Authorities handle first time requests for service and some Local Authorities have housing stock and others do not.

Work continues to be done by the Local Authority Complaint Handlers Network (LACHN) to standardise complaint handling and reporting across Scotland.

We have obtained permission from two other Local Authorities who are similar in size, population or demographics to use their data for comparison with Scottish Borders Council's 2014-15 figures. It must be noted that Aberdeenshire Council have housing stock which Scottish Borders Council and Argyll & Bute Council do not have.

INDICATOR 1

COMPLAINTS RECEIVED PER 1000 OF POPULATION – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
Population total	5,226,410	114,030	90,000	255,540
Total number of valid complaints	67,620	619	340	1,990
Complaints per 1000 population	12.2	5.4	3.8	7.8

The number of complaints received per 1000 population of the Scottish Borders is slightly higher than Argyll & Bute. Whereas we have received fewer complaints than Aberdeenshire, but it must be noted that they have housing stock which will account for the higher number of complaints per population.

All three Local Authorities received fewer complaints per 1000 of population in their respective areas than the national average.

INDICATOR 2

CLOSED COMPLAINTS – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
	% of Total	% of Total	% of Total	%
Stage One	82% ¹	81.4%	76.8%	62.1%
Stage Two	18% ¹	18.6%	23.2%	37.9%
Escalated from Stage One to Stage Two	-	3.7%	2.6%	1.8%

Scottish Borders Council has dealt with a higher percentage of complaints at Stage One than both Argyll & Bute Council and Aberdeenshire Council and consequently this resulted in a smaller proportion of complaints closed by Scottish Borders Council at Stage Two. As a result, Scottish Borders Council have a higher percentage of complaints closed at Stage One which have then been escalated to Stage Two.

¹The Scottish averages for Stage Two complaints and complaints escalated from Stage One to Stage Two are not comparable against the three Local Authorities. This is because national figures combine Stage Two complaints and complaints escalated from Stage One, which are presented as a percentage of the total number of complaints where these figures are reported separately by Local Authorities, and we are therefore not able to benchmark against the Scottish national average.

INDICATOR 3

COMPLAINTS UPHELD/NOT UPHELD/PARTIALLY UPHELD – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
	% of Total	% of Total	% of Total	% of Total
Stage One – upheld & partially upheld	68.10%	49.2%	61.7%	34.9%
Stage One - not upheld	31.90%	50.8%	38.3%	65.1%
Stage Two – upheld & partially upheld	68.90%	29.6%	39.2%	30.1%
Stage Two - not upheld	31.10%	70.4%	60.8%	69.9%
Escalated from Stage One to Stage Two – upheld & partially upheld	-	47.8%	0.0%	25.7%
Escalated from Stage One to Stage Two - not upheld	-	52.2%	100.0%	74.3%

Scottish Borders Council does not record partially upheld complaints, if any part of a complaint is partially upheld we record this as an upheld complaint. The Scottish National Average statistics have combined upheld and partially upheld data. The data for Aberdeenshire Council and Argyll & Bute Council has been combined for upheld and partially upheld complaints to enable comparison.

At Stage One Scottish Borders Council upheld 12.5% more complaints than Aberdeenshire Council but 22.4% less than Argyll & Bute Council. The national average is more in line with Argyll & Bute Council at 68.1% which indicated that nationally a much higher percentage of complaints are upheld at Stage One than at Scottish Borders Council in 2014/15. At Stage Two Aberdeenshire Council and Scottish Borders Council uphold a similar percentage of complaints but Argyll & Bute Council uphold approximately 10% more. The national average of complaints upheld at Stage Two is significantly higher than any of the three councils.

The figures for complaints upheld or partially upheld after being escalated from Stage One to Stage Two show that Argyll & Bute have not upheld or partially upheld any escalated complaints whilst Scottish Borders Council upheld 47.8% and Aberdeenshire Council upheld 25.7%. It is difficult to draw any conclusions about performance from these figures without having an understanding of the type and content of the complaints being received by other Councils.

It is not possible to benchmark against the national average for complaints escalated from Stage One to Stage Two as these figures have been added together in the summary report to give an average rather than being reported separately as Local Authorities have done.

INDICATOR 4

AVERAGE TIME SPENT RESPONDING TO COMPLAINTS (IN DAYS) – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
Stage One	4.4	3.9	4.3	4
Stage Two	18.6	17.3	15.5	19
Escalated from Stage One to Stage Two	15.7	17.5	15.2	20

The time Scottish Borders Council spends responding to complaints is in line with both Argyll & Bute Council and Aberdeenshire Council, but improvement could be made in dealing with Stage Two complaints and complaints escalated from Stage One to Stage Two in comparison with Argyle & Bute Council. On average the Stage Two response time across Scotland is 18.6 working days. It should be noted that on average all three Councils were within the 5 and 20 working day prescribed timescales.

INDICATOR 5

COMPLAINTS CLOSED AGAINST TIMESCALES – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
	% of Total	% of Total	% of Total	%
Stage One	80.8%	86.9%	82.4%	83.4%
Stage Two	84.5% ¹	77.4%	79.4%	88.7%
Escalated from Stage One to Stage Two	-	60.9%	44.4%	100%

Scottish Borders Council performs well at Stage One and closes almost 87% of these complaints within the timescale of 5 days. All three Local Authorities perform better than the national average for this indicator.

However, there is room for improvement at Stage Two, and even greater room for improvement for escalated complaints where Scottish Borders Council's performance falls behind that of Aberdeenshire Council.

¹Stage Two complaints and complaints escalated from Stage One to Stage Two have been added together, which makes it difficult to benchmark against this part of the indicator.

INDICATOR 6

COMPLAINTS THAT REQUIRED AUTHORISED TIMESCALES – 2014-15

	Scotland	Scottish Borders	Argyll & Bute	Aberdeenshire
	% of Total	% of Total	% of Total	%
Stage One	4%	2.6%	2.7%	0%
Stage Two	13.6% ¹	17.4%	6.3%	11.4%
Escalated from Stage One to Stage Two	-	30.4%	0%	0%

13.1% of Scottish Borders Council’s Stage One complaints should have received an authorised extension, however only 2.6% of these complaints were granted an authorised extension. Similarly 22.6% of Stage Two complaints required an authorised extension with only 17.4% granted, and 39.1% of complaints escalated from Stage One to Stage Two required an extension and 30.4% granted. This trend is reflected across all three Local Authorities, and is an area that requires improvement.

¹Stage Two complaints and complaints escalated from Stage One to Stage Two have been added together, which make it difficult to benchmark against this part of the indicator.

CONCLUSIONS

Performance in handling complaints at Stage One has made an overall improvement in 2015/16, and the benchmarking data for 2014/15 shows that performance in handling Stage One complaints was better than the Scottish average in all areas where comparisons were possible.

There was an excellent improvement in the percentage of complaints escalated from Stage One to Stage Two being closed within the timescales, resulting in fewer of these complaints requiring an authorised extension.

The key findings for Scottish Borders Council are that improvements need to be made;

- to reduce the number of complaints being escalated from Stage One to Stage Two
- in the Stage One response given to customers to increase satisfaction levels
- to reduce the time spent dealing with Stage Two complaints
- to reduce the time spent dealing with complaints escalated from Stage One to Stage Two
- to increase the number of complaints handled at Stage One rather than Stage Two
- to reduce the number of complaints that require an extension at Stage Two
- to reduce the number of escalated complaints that require an extension
- to increase the number of authorised extensions
- to improve and standardise complaint reporting
- to improve collection of comments and compliments

These key findings would indicate that the main focus for improvement in 2016-17 is the response we give to customers at Stage One to avoid escalation, and the overall performance in handling Stage Two and escalated complaints.

SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2015/16

NEXT STEPS

Page 316

WE WILL:

- improve and standardise reporting of complaints to drive forward improvements in service
- expand the volume of comments and compliments recorded which will be reflected alongside complaints in future reports
- work with the LACHN to standardise the complaints process across Scotland as benchmarking against other Local Authorities has proved difficult, due to the variations in services provided by each Local Authority and the interpretation of what constitutes a complaint for each Local Authority
- use the 2014-15 benchmarking data to drive best practice and continual service improvement
- work with all departments to improve our communication with customers at Stage One to reduce the number of complaints escalated from Stage One to Stage Two
- learn from complaints closed at Stage Two and those complaints escalated from Stage One to Stage Two to improve our overall performance in these areas
- make the improvements to our performance recommended in the complaint handling review to ensure that the Council's CHP has embedded, once those recommendations have been approved

ANNEXE

SPSO LEARNING AND IMPROVEMENT

SCOTTISH PUBLIC SERVICES OMBUDSMAN (SPSO) COMPLAINTS

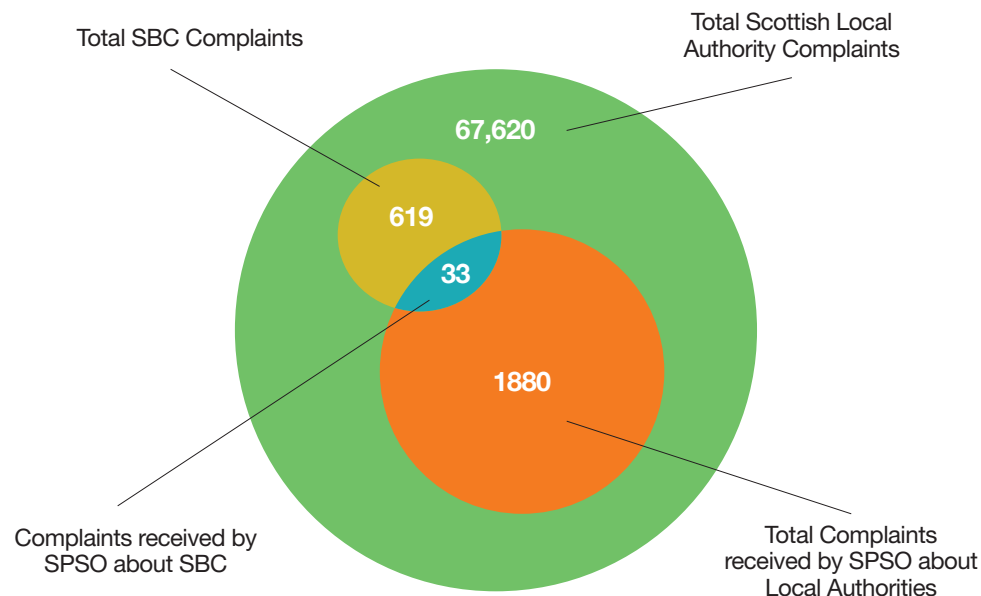
If after we have fully investigated a complaint, the complainant is still dissatisfied with our decision or the way in which we have dealt with their complaint, the customer can ask the SPSO to look at the complaint.

The SPSO publishes their statistics in October of each year, which means we are only able to present statistics for 2014-15 in the 2015-16 report.

The number of complaints about Scottish Borders Council, received by the SPSO in 2014-15, accounts for 1.8% of the total number of complaints received by the SPSO for the Local Authority Sector in 2014-15. This 1.8% is the equivalent of 5.3% of all complaints received by Scottish Borders Council for the year.

Only **four** of the **thirty three** complaints that the SPSO received for Scottish Borders were appropriate for them to consider, and only one of those complaints was upheld or partially upheld. Of the remaining complaints they received about Scottish Borders Council, 21 were only given advice and a small number raised their complaints with the SPSO before the complainant had fully completed Scottish Borders Council's Complaint Handling Procedure.

Three of the four Scottish Borders complaints handled by the SPSO have been published and the case studies are detailed here.



CASE STUDY 1

A child went missing while using the school bus service. The customer complained to Scottish Borders Council (SBC) that the bus driver had not followed procedures and this put their child at risk as the driver did not know which children were travelling on the bus that day, and did not check, when asked, to ensure that the child was not on the bus.

The customer said that he was not confident in his child using the school bus service because he did not believe that SBC had investigated the matter properly. He also complained that SBC's recommendations had not been implemented, and that therefore adequate controls had not been put in place to ensure that a similar situation did not occur again in the future.

The SPSO found that SBC had investigated his complaint appropriately and that it had been conducted in accordance with SBC's complaints procedure. They also found that the bus driver had followed the procedures that were in place at the time, so the SPSO did not uphold the complaint.

However, the SPSO did make recommendations as SBC had told the customer that as part of their investigation they would interview him and this did not happen.

The SPSO also found that SBC had not given the customer sufficient advice about the changes being made, or provided them with clear and consistent advice about the progress and timescale of the implementation of the recommendations.

SBC explained that there had been sufficient information in a statement made by the customer's wife at the time of the incident for SBC to come to a decision without further interview and as there was evidence of changes, which had been recommended in the council's original findings, having been implemented the SPSO did not uphold either of these elements of the complaint.

SBC explained that there had been sufficient information in a statement made by the customer's wife at the time of the incident for SBC to come to a decision without further interview and as there was evidence of changes, which had been recommended in the council's original findings, having been implemented the SPSO did not uphold either of these elements of the complaint.

CASE STUDY 2

A customer complained about SBC's investigation into a complaint he made about his child's primary school. His complaints included that the school did not put in place necessary meetings and that the council did not investigate his complaint properly. He also said that the council did not discuss his complaint with him before coming to their conclusions.

The SPSO found that some of the customer's concerns were not complaints of service failure or maladministration; rather he disagreed with actions taken by members of staff, and their decisions. In addition the SPSO found that one of his complaints was premature as he had not put it to SBC. The SPSO did not look at any of these matters.

In considering the complaints that they could look at, which were about the meetings and SBC's complaint investigation, the SPSO did not uphold the customer's complaints as they found that meetings were held, and that the council investigated and contacted the customer appropriately.

CASE STUDY 3

A customer was staying in homeless accommodation provided by SBC. He said that, although he did not wish to leave, his place there was cancelled because he had been spending time elsewhere. SBC put his belongings into storage, but did not take an inventory. He complained to the SPSO that SBC acted unreasonably in not accepting arrangements he made for his belongings to be delivered to a family member, and in disposing of his belongings without compensating him for the loss.

After the SPSO discussed this with SBC, the SPSO were told that SBC were reviewing their practices about storage, and agreed to resolve the complaint by meeting the customers claim for loss of his belongings. The customer was happy with this outcome.

You can get this document on audio CD, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

CHIEF EXECUTIVES

Council Headquarters | Newtown St Boswells | MELROSE | TD6 0SA

tel: 0300 100 1800 | email: customerservices@scotborders.gov.uk | www.scotborders.gov.uk



This page is intentionally left blank

Document is Restricted

This page is intentionally left blank