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EXECUTIVE COMMITTEE TUESDAY, 14 FEBRUARY 2017

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 14 FEBRUARY 2017 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

7 February 2017

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 1 - 10) Minute of Meeting of Executive Committee of 31 January 2017 to be approved and signed by the Chairman. (Copy attached.)	2 mins
5.	Scrutiny Minute Recommendation (Pages 11 - 12) Consider recommendation of Scrutiny Committee of 26 January 2017 relating to the Impact of Third Party use on Local Authority's Road Network. (Copy attached.)	5 mins
6.	Quarterly Corporate Performance Report (Quarter 3, 2016/17) (Pages 13 - 82) Consider report by Chief Executive presenting a summary of SBC quarterly performance information. (Copy attached.)	30 mins
7.	Corporate Transformation Progress Report (Pages 83 - 110) Consider report by Corporate Transformation and Services Director on progress in developing and delivering the Council's Corporate Transformation Programme. (Copy attached.)	20 mins
8.	Monitoring of General Fund Revenue Budget 2016/17 (Pages 111 - 148) Consider report by the Chief Financial Officer providing budgetary control statements for the Council's General Fund. (Copy attached.)	10 mins
9.	Projected Balances at 31 March 2017 (Pages 149 - 162)	10 mins

	Consider report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2016. (Copy attached.)	
10.	Monitoring of the Capital Financial Plan 2016/17 (Pages 163 - 196) Consider report by the Chief Financial Officer on the progress of the 2016/17 Capital Financial Plan. (Copy attached.)	15 mins
11.	Care Homes for Older People in the Scottish Borders - Report on Progress (Pages 197 - 204) Consider report by Chief Social Work Officer (copy attached.)	10 mins
12.	Any Other Items Previously Circulated	
13.	Any Other Items which the Chairman Decides are Urgent	

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

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**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 31 January, 2017 at 10.00 am

Present:- Councillors S. Bell (Chairman – Economic Development Business), D. Parker, (Chairman - Other Business)(from para 4), C. Bhatia, J. Brown, M. J. Cook, V. Davidson (from para 1.2), G. Edgar, J. Mitchell, D. Moffat, D. Paterson, F. Renton, R. Smith.

Apologies:- Councillor S. Aitchison

Also present:- Councillors I. Gillespie, W. McAteer, S. Marshall.

In Attendance:- Chief Executive, Depute Chief Executive – People, Depute Chief Executive – Place, Corporate Transformation and Services Director, Chief Financial Officer, Chief Officer Economic Development, Clerk to the Council, Democratic Services Officer (F. Walling).

ECONOMIC DEVELOPMENT BUSINESS

Present: Mr J. Clark (Chamber of Commerce), Mr G. Henderson (Federation of Small Businesses).

CHAIRMAN

Councillor Bell chaired the meeting for consideration of the Economic Development business.

MEMBER

Councillor Davidson joined the meeting during consideration of the following item of business.

1. ECONOMIC DEVELOPMENT UPDATE

- 1.1 With reference to paragraph 1 of the Minute of 1 November 2016, there had been circulated copies of a briefing note providing an update on recent Economic Development activities. The Chief Officer Economic Development, Bryan McGrath, summarised the main points. With regard to business activity during the quarter, the Business Gateway team had assisted 46 business start-ups, of which 5 had the potential to be high growth. In response to a question about the location of the business start-ups Mr McGrath confirmed that the figures were taken from across the Borders. However he agreed to provide an analysis of locations for Members. The Scottish Borders Business Fund had received 10 applications and approved 8 grants valued at £26,099 supporting projects with a value of £67,475. These projects were forecast to create 12 jobs with an estimated forecast economic impact of £333,837 GVA. The update referred to a development in support of tourism, the Midlothian and Borders Tourism Action Group (MBTAG) project, which was launched on 17 January 2017 at Thirlestane Castle and which had secured over £400k from Scottish Enterprise and Railway Blueprint to deliver tourism business-to-business activity over a two year period.
- 1.2 In terms of European funding, the UK and Scottish Governments had confirmed that applicants whose grant funding was agreed and contracted before the point of 'Brexit'

would be able to complete their projects, even if the work was scheduled to take place after leaving the EU. The LEADER Local Action Group approved grant funding of £242k in 2016, including 4 community projects, 1 farm diversification and 2 rural business developments. 11 applications had been made to the Local Action Group for consideration in January 2017 and the next application deadline for LEADER funding was 28 February 2017. The Council had been successful in applying to the Scottish Government for a financial allocation from the European Social Fund. Up to £591k grant was available for an Employability Programme valued at £1.4m. In response to a question, Mr McGrath advised that this support, led by the Council's Employment Support Service, would be targeted to those individuals with more than one barrier to employment access. There would also be a Challenge Fund through which funding would be provided to the third sector to provide support across the Borders.

- 1.3 With reference to paragraph 3 of the Executive Committee Minute of 4 October 2016, Mr McGrath went on to focus his update on Town Centre Regeneration. He referred in particular to the development of a Town Centre Resilience Index for use in prioritising town centre interventions and investments. After receiving feedback following the meeting in October, the Town Centre Matrix and Index document had been revised and this was circulated at the meeting. The Matrix had been constructed, pulling together a range of measures that were relevant to assessing the general 'health' of towns in the Scottish Borders with a population of 2000 or more. From the Matrix, a Town Centre Index (TCI) had been created, with towns ranked according to potential need. Members discussed the data provided and received answers to their questions. In relation to smaller settlements which were not included in the analysis, Mr McGrath confirmed that the Council would also provide advice where requested to community groups in these areas who were looking at regeneration projects. Clarification was requested around the detail behind the figures, in particular the relationship between retail units and vacancy rates and how this was reflected in the Index arrived at for each town. It was agreed that some commentary to accompany the data would be helpful to give an explanation of the context by which it was considered. There was further discussion about the ranking of towns within the Scottish Borders, based on the overall score, with the observation made that the level of resilience was not necessarily related to town centre intervention and the level of public investment. Mr Henderson explained that, following research carried out on Town Centres, the Federation of Small Businesses would be publishing a report shortly which would show a direct inverse correlation between the proportion of social housing tenure within a town, level of education, and the number of self-employed businesses. He pointed out that it was practically impossible for applicants, who did not own their own property, to run businesses as they were unable to secure loans. Members accepted that work was required to explore the factors behind the data. It was also suggested that an indication of the level and direction of public sector investment for each town, within the Matrix, may be of value to evaluate its effectiveness and to inform future decision-making.

DECISION

- (a) NOTED the update.**
- (b) AGREED that the Chief Officer Economic Development:-**
 - (i) provides an analysis of the location of the 46 business start-ups assisted by the Business Gateway in the last quarter; and**
 - (ii) reviewed the presentation of the data in the Town Centre Matrix and Town Centre Index document in the light of Members' comments above.**

2. SCOTTISH BORDERS ECONOMIC STRATEGY 2023 - UPDATE

- 2.1 With reference to paragraph 14 of the Executive Committee Minute of 9 June 2015, there had been circulated copies of a report by the Corporate Transformation and Services Director seeking approval of the Scottish Borders Economic Strategy – Action Plan Progress report which was attached as an appendix. It was explained that the Scottish Borders Economic Strategy 2023, agreed by Community Planning Partners in 2013, set out the vision, strategic aims and objectives that would provide the focus for the Council and its partners' efforts to ensure sustainable economic growth for the Scottish Borders. The associated Action Plan set out in detail how the Community Planning Partnership would deliver the outcomes identified in the Economic Strategy. Working together through the Community Planning Partnership's Economy and Low Carbon Group, partners had focused on the Action Plan and delivered well, especially considering the limited resources available for some of the actions. The report summarised the progress that had been made, which was good overall, but also noted that there were some areas of concern in relation to the actions. Referred to, in particular, was the imperative to push forward with the provision of plots for employment use and new business space within the Tweedbank area. Mr McGrath answered questions on particular sections of the Action Plan.
- 2.2 With regard to the Digital Scotland Superfast Broadband project, which was coming to its final year of delivery, there had been major progress made in installing fibre cabinets. However, although the programme would connect 93.3% of premises in the Borders, much more work was required to address connectivity for the remaining premises. Mobile phone coverage was also an issue which was being addressed. Members discussed at length the issues around Superfast Broadband and mobile phone coverage. A view was expressed that using the target of 93.3% of premises connected as a measure of success was a misrepresentation. The reality was that, even where cabinets were installed many properties, for various reasons but often due to distance from cabinet, still did not see an improvement in broadband speeds. The Corporate Transformation and Services Director advised that he should be in a position to bring a report to the Executive Committee in March 2017, indicating positive implications for the Scottish Borders, on the Scottish Government R100 Programme, set up to address those premises that would not be covered by the current rollout. Reference was also made to the Ettrick and Beyond community-led broadband initiative. It was anticipated that the Scottish Borders Economic Strategy would be reviewed and refreshed during the summer of 2017.

DECISION

(a) NOTED:-

- (i) the positive progress made in relation to the actions in the Scottish Borders Economic Strategy – Action Plan Progress report, set out in the appendix to the report; and**
- (ii) that a report on the R100 Programme would be brought to the Executive Committee in March 2017.**

(b) AGREED that the Action Plan Progress report be presented to the Community Planning Partnership Strategic Board at its next meeting.

3. BREXIT RESPONSE TEAM

There had been circulated copies of a report by the Corporate Transformation and Services Director proposing the establishment of a Brexit Response Team in order to ensure that the Council effectively monitored and responded to the wide range of changes likely to flow from the UK's exit from the European Union. The report summarised the main implications of the UK vote to leave the EU which related to agriculture; access to major funding for economic development; access to the Single Market for trade purposes; and uncertainty of the status of the EU nationals living in the Scottish Borders. A meeting

with Mr Michael Russell, MSP, the Scottish Government Minister for UK Negotiations on Scotland's Place in Europe, had been held on 14 December 2016. The meeting involved local business representatives as well as senior Councillors. It provided a useful opportunity for the Minister to hear the concerns of the Council, as well as the specific concerns of local businesses in the manufacturing, food and drink and agriculture sectors. It was suggested that the Response Team would have a representative from each of the main Council Service areas likely to be affected by Brexit. In order to ensure that data and intelligence on Brexit issues was being shared between Community Planning Partners, it was proposed that the Community Planning Partnership's Economy and Low Carbon Group acted as a coordinating group.

DECISION

- (a) NOTED the recent meeting held with the Scottish Government's Minister for UK Negotiations on Scotland's Place in Europe and local business representatives;**
- (b) AGREED that:-**
 - (i) the Council establish a Brexit Response Team to ensure that it could effectively monitor and respond most effectively to the wide range of changes likely to flow from the UK's exit from the European Union; and**
 - (ii) the Community Planning Partnership's Economy and Low Carbon Project Delivery Team act as a coordinating group for sharing Brexit issues and responses across the Scottish Borders.**

MEMBER

Councillor Parker joined the meeting.

4. TRADE WASTE FEES AND CHARGES

- 4.1 There had been circulated copies of a report by the Depute Chief Executive – Place proposing that the Council increases its Trade Waste Fees and Charges. The report explained that a review of the Council's current trade waste collection service had been undertaken by Waste Consulting Limited. The review made a number of recommendations including that the current pricing structure required immediate review as the rates charged for some services were considerably below those charged by other Scottish Local Authorities. Further to the review it was recommended that trade waste fee and charges were increased to ensure the Council was making a reasonable charge and recovering its costs in line with the Environmental Protection Act (1990). The recommendations of the review were set out in detail within the report, with a summary of the fees and charges set by Scottish Borders compared with other Scottish Local Authorities shown in Appendix 1 to the report. Appendix 2 to the report detailed the recommended increase in fees and charges which would be phased over two years. The report further proposed that a new post be created to support the implementation and ongoing delivery of the trade waste service. Part of the role would involve supporting traders in driving down the amount of waste produced, while identifying the most appropriate waste services for their business to maximise recycling and diversion in the move towards the Scottish Government's vision of a Zero Waste Society.
- 4.2 In their discussions of the report, Members were concerned at the size of the increase in fees and charges proposed but endorsed the need for the Council to recover its costs. Support was expressed for the proposal to provide advice and guidance to traders in relation to waste management for reasons of efficiency and to minimise landfill. However Mr Henderson, on behalf of the Federation of Small Businesses, expressed alarm at the size of the proposed increases and was concerned about the impact on businesses. In response to his questions the Waste Manager confirmed that similar rural authorities had

been included in the comparison study carried out and that the implications to businesses had been examined. He added that it was not the aim of the Council to make a profit but just to reduce the current subsidy provided and arrive at a cost-recovery position, which it would not do until the end of the second year if the proposed increases were approved. The Chief Financial Officer confirmed that the current trade waste service cost £1.2m per annum. In conclusion Members agreed that in consideration of the Council's revenue position and wider financial context, the increases in fees and charges should be supported.

DECISION

AGREED to:-

- (a) implement the recommendations of the Trade Waste Review as outlined in section 3 to the report; and**
- (b) increase the fees and charges over a two year period as outlined in sections 4 and 6 in the report.**

URGENT BUSINESS

Under Section 50B(4)(b) of the Local Government (Scotland) Act 1973, the Chairman was of the opinion that the item dealt with in the following paragraph should be considered at the meeting as a matter of urgency, in view of the need to keep Members informed. The report had been delayed because of the need to have final verification of some of the data contained within it.

5. TOURISM – ECONOMIC IMPACT AND BUSINESS OPPORTUNITIES

5.1 There had been circulated copies of a report by the Corporate Transformation and Services Director providing an update to Members on the economic impact of tourism on the Scottish Borders economy. Mr McGrath explained that in order to track tourism activity in the Scottish Borders, the Council currently received annual data from the Scottish Tourism Economic Assessment Monitor (STEAM). In December 2016 the Council had received the first interim report of the STEAM data for the Scottish Borders covering January – June 2016. Comparing Jan-June 2015 with Jan-June 2016, visitor days in the Scottish Borders had increased by almost 11%, visitor spend was up by 16%, and employment related to tourism had increased by 8%. The rise in tourism activity in the Scottish Borders, both in terms of numbers and economic impact, was substantial, not only when compared to the previous year, but also when compared to other local authority areas in Scotland. Breaking the numbers down further, visitor spend on food and drink had increased by 20%, and on accommodation was 17% higher than the same period in 2015. Visitor days in hotels/B&Bs (serviced accommodation) showed a significant increase, 27% higher than 2015. In fact every tracked category showed positive growth; the first time there had been an increase in all categories in over 10 years. The report went on to highlight that some tourism businesses were missing out on valuable opportunities to market and promote themselves through the VisitScotland.com website. The VisitScotland Growth Fund was also an opportunity for businesses in the Scottish Borders. A VisitScotland Area Activity Summary for the Scottish Borders was attached to the report. Another positive initiative providing opportunities for tourism businesses was the establishment of a new private sector led action group - Midlothian and Borders Tourism Action Group (MBTAG). This would deliver a range of business-to-business development opportunities to the tourism sector. The report raised awareness that 2017 would be the Year of History, Heritage and Archaeology and that this presented further opportunities for tourism businesses.

5.2 Members unanimously welcomed the positive news contained within the report. In the ensuing discussion attention was drawn by some Members to particular attractions within their locality which, it was felt, did not feature in current tourist promotional material. The importance of having a highly rated presence on visitor attraction websites was referred

to, it being recognised that there was an increasing public reliance on social media for this dynamic source of information. Mr McGrath agreed to follow up a request for the Council to work with VisitScotland to provide more and improved signage to local tourist attractions. Mr Clark commented on the recent revaluation of rateable values of businesses carried out by the Scottish Assessors Association and possible implications for businesses within the tourist sector. Members concurred with the assumption within the report that, given the timeframe, the most likely source of the rise in tourism activity in the Scottish Borders was the positive impact of the Borders Railway and the realisation of outcomes which had been included in the Business Plan was noted. Members believed that this represented significant evidence to support the opening of Reston station in Berwickshire and to inform the campaign to extend the Borders Railway to Carlisle, thereby bringing economic benefit to the whole of the Borders area.

DECISION

- (a) **NOTED the positive results of the latest tourism research for the Scottish Borders as set out in Section 4 of the report; and**
- (b) **AGREED to promote to local businesses, through Business Gateway and the Area Tourism Partnership, the tourism business opportunities set out in this report.**

ADJOURNEMENT

The meeting adjourned at 11.35 a.m. and reconvened at 11.45 a.m.

OTHER BUSINESS

CHAIRMAN

Councillor Parker took the Chair for the remaining business.

6. MINUTE

The Minute of meeting of the Executive Committee of 17 January 2017 had been circulated.

DECISION

APPROVED for signature by the Chairman.

7. OPTIONS FOR THE FUTURE PROVISION OF PUBLIC CONVENIENCES ACROSS THE SCOTTISH BORDERS

- 7.1 With reference to paragraph 13 of the Scottish Borders Council Minute of 30 January 2014 and paragraph 8 of the Scottish Borders Council Minute of 11 February 2016, there had been circulated copies of a report by the Service Director Neighbourhood Services proposing a strategy for the future provision of Public Conveniences in the Scottish Borders. The strategy was being put forward in order that improvements could be made to facilities and the savings approved by Scottish Borders Council in February 2016 could be achieved. The report explained that in January 2014 the Council approved a review of Neighbourhood Operations Services, including Public Conveniences. In February 2016, savings totalling £211k were specified and approved for Public Conveniences to be delivered during the current and next financial year. These were defined as part of a large range of savings to ensure that SBC met the current financial challenges it faced. The report evaluated a number of options and recommended the best way forward. Officers had collected a range of data and information, both from within the Borders and from other Local Authorities, which was used to inform the options being presented within the report. The recommended option was to charge 30p for use at certain toilets in phase 1, which would provide income of £211k to offset the savings. In parallel officers would engage with local Members and the communities to explore the possibility of developing Comfort Schemes and Community Partnerships. If feasible, a further report would be brought forward on this which would outline plans for phase 2 to deliver a further £100k of

savings. Appendices to the report detailed a financial appraisal of each option presented, alternatives to current public toilets in each settlement within the Borders, should the Comfort Scheme approach be taken forward, a draft agreement for the provision of toilet facilities by a Service Provider and an example of a leaflet promoting the Comfort Scheme in another Local Authority Area. Also attached to the report was an Equality Impact Assessment in relation to the review.

- 7.2 Members discussed the report and received answers to their questions from the Service Director and Neighbourhood Area Manager. There was general agreement with the approach outlined in Option 5 in the report and recognition that charging for access to facilities would also be an opportunity to raise standards. The Neighbourhood Area Manager confirmed that the proposal was to install robust automated cash collection machines and that the kit would be transferrable. However there was some concern that there was insufficient detail in the report to enable a decision to be made. This related to the list of Public Conveniences for which a charge would be made, the accuracy of the list of alternatives to current public toilets which could be approached in relation to Comfort Schemes and an assessment of the type and location of Public Conveniences currently in use. Officers were asked for a provisional list of Public Conveniences for which charging was proposed.

ADJOURNEMENT

The meeting was adjourned at 12.10 p.m. and reconvened at 12.20 p.m. to enable the information requested to be provided.

- 7.3 After consideration of the additional information, Members' opinion remained divided.

VOTE

Councillor Paterson, seconded by Councillor Edgar, moved approval of the recommendations of the report.

Councillor Bhatia, seconded by Councillor Parker, moved as an amendment that the report be deferred for provision of further detail and to enable consultation with the public on the proposals.

On a show of hands Members voted as follows:-

*Motion - 7 votes
Amendment - 5 votes*

The motion was accordingly approved.

DECISION

DECIDED:-

- (a) to approve the Phase 1 proposal to charge for usage of a number of identified toilet facilities;**
- (b) to approve a charge of 30p per use as detailed in option 5 of Appendix 4 to the report, in respect of the list of Public Conveniences attached as an Appendix to this Minute;**
- (c) that the Service Director Neighbourhood Services engaged with local Members and communities on the longer term provision of toilets and the possibility for Comfort Schemes and Community Partnerships; and**

- (d) that a further report be brought forward outlining recommendations for phase 2, Future Options for the Provision of Public Conveniences across the Scottish Borders.**

The meeting concluded at 12.35 pm

APPENDIX

Executive Committee 31 January 2017 - Item 11

PUBLIC CONVENIENCES FOR WHICH CHARGES ARE PROPOSED UNDER OPTION 5

Eyemouth	Bantry car park
Coldstream	Court house car park
Jedburgh	Lothian Park
St Abbs	Harbour
Galashiels	High Street, car park
Galashiels	Bank Street Gardens
St Boswells	Main Street
Earlston	Bus station
Peebles	School Brae
Lauder	The Avenue
Peebles	Kingsmeadows
Hawick	Howegate
Eyemouth	Harbour (FMA)
Selkirk	Market Place
Innerliethen	Hall Street
Hawick	Volunteer Park
Yarrow Valley	St Marys Loch
Coldingham	Coldingham Sands
Kelso	Shedden Park
Melrose	Abbey Place
Hawick	Common Haugh
Peebles	Eastgate car park
Jedburgh	TIC
Newcastleton	Langholm Street
Duns	Briery Baulk
Kelso	Woodmarker/Horsemarket
Galashiels	Transport Interchange

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Minute Extract from Scrutiny Committee of 26 January 2017.

DECISION

AGREED TO RECOMMEND to the Executive Committee that:

- (a) the Leader write to the Scottish Government pressing for more funding for the road infrastructure from both Scottish Government and the Forestry Industry to both prepare the public road network for timber extraction and also rectify any resultant damage caused by timber extraction;**
- (b) the Leader write to the Scottish Government to request that the current review of ‘the Future of Forestry in Scotland’ should include the impact and cost of timber extraction on the road network and rural communities; and**
- (c) the impact of 3rd party use of the public road network - in the form of larger HGV vehicles - be kept under review on an annual basis by the appropriate Committee in the new Council following the election in May 2017.**

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QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 3, 2016/17)

Report by Chief Executive

EXECUTIVE COMMITTEE

14 February 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1. Appendix 2 provides details of Live Borders performance.**
- 1.2 SBC approved a Corporate Plan in April 2013, with 8 priorities that it wishes to address for the Scottish Borders over a 5 year period. In order to monitor progress against the eight priorities, this review of performance information is undertaken quarterly and presented to Executive Committee.
- 1.3 A summary of the main changes made to 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.
- 1.4 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".
- 1.5 Section 6 and Appendix 2 of this report present a summary of performance during Quarters 1 and 2 of 2016/17 for sport and culture, managed by Live Borders since April 2016. Reporting performance in February and August each year to Executive Committee was agreed within the Performance Management Framework, approved when services were transferred to Live Borders.

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;**
 - (c) **Notes the performance presented in Section 6 and Appendix**

2 in relation to sport and culture, 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.
- 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 a few minor changes to performance indicators since the Quarter 2 (2016/17) report presented in November 2016. These are outlined below:
 - (a) **Priority 1** – no change to PIs;
 - (b) **Priority 2** – Planned inclusion of Positive Destination data for Q3 has not been possible as the data is not yet available from Scottish Government (due March 2017). Achievement of Curriculum for Excellence (CFE) Levels for 2015/16 for primary schools, released by the Scottish Government in December 2016, has been presented within the "infographic" within Appendix 1;
 - (c) **Priority 3** – no change to PIs. New Safer Communities Manager is currently reviewing service measures with a view to ensuring better alignment with the Community Planning Partnership's Reducing Inequalities strategy and the work that the service can directly influence;
 - (d) **Priority 4** – no changes to PIs but this quarter's "infographic" focuses on projects being carried out across our communities, some of which have received funding from SBC, and others that have not, to showcase some work that community groups are initiating themselves;
 - (e) **Priority 5** – no change to PIs (although it should be noted that the vetted figures for those Killed or Seriously Injured on our roads during this quarter is not yet available);
 - (f) **Priority 6** – no change to PIs;
 - (g) **Priority 7** – historically, SBC has reported the occupancy rates of Industrial and Commercial Units for the entire Scottish Borders, but this has been broken down to locality level within Appendix 1 (in response to a request by Members at the Executive Committee in November 2016);

- (h) **Priority 8** – 2 new social media measures have been included and cover **the number of Facebook engagements** and **the number of Twitter engagements**. As can be seen from the quarterly figures, social media is now a key engagement tool for SBC, with large reach.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) The average rate of young people claiming out of work benefits is now lower than it was at the end of 2015/16 and encouragingly, it is now lower than the national rate. There are 270 young people age 18-24 claiming;
- (b) £40k in business loans were awarded in Q3 (from 2 applications), double that of last quarter;
- (c) The average times taken to process household and non-household planning applications continue to show long-term positive trends, in particular non-household applications which has reduced to 7 weeks this quarter from 8.6 weeks last quarter and now sits well below the Scottish average of 11 weeks;
- (d) The % of invoices paid by SBC within 30 days has risen to 93% from 85% last quarter and is now on target;
- (e) The % of clients using Self Directed Support (SDS), based on SBC's financial commitment records, continues to show steady growth rising from 41% to 50% this quarter (**Appendix 1a** provides an update for Elected Members on SDS progress within SBC);
- (f) 97% of new service users (social work) continue to receive a service within six weeks of assessment;
- (g) Following a review of the process for, and the recording of, inter-agency referral discussions (IRD), SBC services are working to ensuring that more concerns are being dealt with and more children are protected from harm. IRDs remain the main method of discussion around the child where there are child protection concerns and the process ensures that an early intervention and prevention approach is taken;
- (h) SBC's Welfare Benefits Service has seen an increases in both number of clients and monetary gains, when compared to the same time last year;
- (i) The Landfill Communities Fund saw 3 awards in Q3 equating to £67.5k of funding awarded (towards projects with total project costs of £290k). SBC's Community Grant Scheme continues to perform well;
- (j) The amount of waste recycled at Community Recycling Centres increased to 56.46% and is now at its highest reported level since introduction;
- (k) The % of working days that are lost due to absence fell to 3.8% this quarter from 4.2% in Q2 and now sits below the 4% target for the first time since Q3 2014/15;
- (l) Registration to SBC's employee benefit scheme continues to grow with 45.25% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website, a 4.5% increase on last quarter;

- (m) Occupancy rates of commercial premises increased from last quarter with 9 new leases, lifting the occupancy rate to 89%;
- (n) The average time, in working days, to respond to complaints after escalation has decreased to 12.3 days from 18.8 days last quarter and now sits well inside the 20 day target.

5.2 **Performance measures – summary of key concerns/improvement areas**

- (a) The number of people in work is now 53,600 (74.9%), which is 700 less than in Q1 of 2016/17. However, the Scottish Borders rate remains higher than both the Scottish rate (72.8%) and the UK rate (73.9%).
- (b) The number and value of grants awarded from the Scottish Borders Business Fund has seen a reduction on last quarter, down from 13 grants to 8, and £43k to £25k awarded;
- (c) The number of secondary pupils excluded in Q3 has risen from 50 last quarter to 65 pupils. Significant progress was made during 2015/16 to bring exclusions down to their lowest levels in over 4 years with the rate of exclusions per 1000 pupils decreasing significantly. However, given the recent increases, there will be a re-focus on consistent application of SBC policies around excluding pupils, and an ongoing focus on inclusion;
- (d) The % of Looked After Children, age 12+, in a family based placement still remains below the ambitious target at 76% (target = 80%) but is seeing steady improvement over the longer term;
- (e) This quarter has seen much reduced funds gained from the National Lottery when compared to the same period last year due to 2 major projects being awarded £300k each with this quarter only showing 2 awards under £100k. However there are currently applications awaiting decisions estimated at around £2.5m;
- (f) Council tax collection levels are 0.96% down on the 16/17 target. Customer Services continue to analyse the payment profile and are confident that the end of year figures will be equivalent to 2015/16. Staff are monitoring the situation closely and work is ongoing to meet the expected target. With customers now able to pay over 12 months (instead of 10), and Council Tax increasing next year, targets for 2017/18 will be revised to reflect this change in payment profile for council tax, which is a hugely important source of income for the ongoing provision of high quality services.

- 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 2016, 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 **Appendix 2** presents a range of high level measures for the Integrated Trust, covering various aspects of sport and culture participation, and financial performance for Quarters 1 and 2, 2016/17. A more detailed report, for the Integrated Trust's first full year of operation, will be presented to Executive Committee in August 2017, including case studies (as agreed in the [Performance Management Framework](#), approved in March 2016).
- 6.3 Sports participation is down 11% when compared to the same period last year, due primarily to the planned closure of Selkirk Pool and Trifitness, Galashiels. Culture participation (which includes numbers attending live events & films, attendance at venues including museums and Heritage Hub, outreach etc.), is slightly ahead of the same time last year, although library active users are down from Q2 2015/16. Financial performance is as budgeted, with only a small negative variance in expenditure.

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, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

7.3 Equalities

- (a) As part of SBC's Equality Duty, officers are currently reviewing SBC's Equality Mainstreaming report 2013-17, to refresh the document for the next 5 year period. SBC is currently consulting on the report;
- (b) The performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) have been reviewed and an update on progress forms part of the consultation.

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 incorporated into this report.
- 8.2 The Depute Chief Executive People, the Depute Chief Executive Place, the Corporate Transformation and Services Director, the Chief Social Work Officer, the Chief Officer Health & Social Care Integration, The Service Director Children & Young People, the Service Director Neighbourhood Services, the Service Director Roads, the Service Director Assets and Infrastructure and the Communications and Marketing team 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: None

Previous Minute Reference: Scottish Borders Council Executive Committee, 15 November, 2016.

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

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SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q3 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 Q3 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%

APPRENTICESHIPS

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

(up from 25 in Q1 15/16)

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**.

green - improved performance

amber - a minor change in performance

red - area for improvement


OUR CORPORATE PRIORITIES



ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?

October 2016 - December 2016:

EMPLOYMENT RATE* 74.9% of people aged between 16-64 are now in employment	CLAIMANT COUNT (16-64YR OLDS) 1.57% of working age people are now out of work and claiming benefits	CLAIMANT COUNT (18-24YR OLDS) 3.53% of young people are now out of work and claiming benefits	PLANNING APPLICATIONS 291 received during Q3 2016/17 
Scotland Q2 16/17: 72.8% SB Q2 15/16: 76.7%	Scotland Q3 16/17: 2.2% SB Q3 15/16: 1.53%	Scotland Q3 16/17: 3.23% SB Q3 15/16: 3.27%	SB Q3 15/16: 307




Wider Impact on our Economy



Golden Measure Limited of Ancrum are due to launch their new "Lilliard Gin" this month. SBC are pleased to have supported this project through providing a grant of £3,084.88 from the Scottish Borders Business Fund, which has assisted Kate Macinnes, the company's founder, in purchasing increased stilling capacity.








railway · connectivity · investment · skills · housing · railway · connectivity · investment · skills

Our performance during Q3 2016/17





BUSINESS GATEWAY 50 new businesses were created with our help 	BUSINESS LOANS AND GRANTS £40k was approved in loans over 2 successful application to the Scottish Borders Business Loan Fund 	INVOICES PAID Invoices paid within 30 days 93% on average were paid within 30 days in Q3 2016/17	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* During Q2 2016/17 average times were: There were no major applications determined this quarter
(up from 37 in Q3 15/16)	(down from £57,504 in Q3 15/16)	(up from 91% in Q3 15/16)	Q2 Scotland = 44.8 weeks
360 businesses were supported in Q3 2016/17 	£26k was approved in grants over 10 successful applications to the Scottish Borders Business Fund		7.0 weeks for non-householders (Q2 Scotland = 11.0 weeks)
(up from 273 in Q3 15/16)	(down from £29.4K in Q3 15/16)		6.7 weeks for householders (Q2 Scotland = 7.3 weeks)



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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
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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	<p>CP01-P001aP What percentage of people aged between 16-64 are in employment?</p> <table border="1"> <caption>CP01-P001aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>76.7%</td> </tr> <tr> <td>Q3-2015/16</td> <td>76.2%</td> </tr> <tr> <td>Q4-2015/16</td> <td>76.8%</td> </tr> <tr> <td>Q1-2016/17</td> <td>75.7%</td> </tr> <tr> <td>Q2-2016/17</td> <td>74.9%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q2-2015/16	76.7%	Q3-2015/16	76.2%	Q4-2015/16	76.8%	Q1-2016/17	75.7%	Q2-2016/17	74.9%	74.9%	<p>Observations: The number of people in work is now 53,600 (74.9%), which is 700 less than in Q1 of 2016/17. The Scottish Borders rate remains higher than both the Scottish rate (72.8%) and the UK rate (73.9%).</p> <p>Note: One quarter lag in data</p>			Bryan McGrath
Quarter	Percentage																	
Q2-2015/16	76.7%																	
Q3-2015/16	76.2%																	
Q4-2015/16	76.8%																	
Q1-2016/17	75.7%																	
Q2-2016/17	74.9%																	
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <caption>CP01-P001bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>1.8%</td> </tr> <tr> <td>Q3-2015/16</td> <td>1.8%</td> </tr> <tr> <td>Q4-2016/17</td> <td>1.7%</td> </tr> <tr> <td>Q1-2016/17</td> <td>1.6%</td> </tr> <tr> <td>Q2-2016/17</td> <td>1.57%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q2-2015/16	1.8%	Q3-2015/16	1.8%	Q4-2016/17	1.7%	Q1-2016/17	1.6%	Q2-2016/17	1.57%	1.57%	<p>Observations: The average rate of people aged 16-64 claiming out of work benefits was 1.57%, lower than the Scottish rate of 2.2%. At the end of December 2016, there were 1,085 people claiming out of work benefits, the same as at the end of the last quarter, but 15 higher than the same time last year.</p>			Bryan McGrath
Quarter	Percentage																	
Q2-2015/16	1.8%																	
Q3-2015/16	1.8%																	
Q4-2016/17	1.7%																	
Q1-2016/17	1.6%																	
Q2-2016/17	1.57%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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-P001cP 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>Q3 2015/16</td> <td>3.27%</td> </tr> <tr> <td>Q4 2015/16</td> <td>4.2%</td> </tr> <tr> <td>Q1 2016/17</td> <td>3.73%</td> </tr> <tr> <td>Q2 2016/17</td> <td>3.83%</td> </tr> <tr> <td>Q3 2016/17</td> <td>3.53%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015/16	3.27%	Q4 2015/16	4.2%	Q1 2016/17	3.73%	Q2 2016/17	3.83%	Q3 2016/17	3.53%	3.53%	<p>Observations: The average rate of young people claiming out of work benefits is now lower than it was at the end of 2015/16 and encouragingly, it is now lower than the national rate. This equates to 270 young people.</p>			Bryan McGrath
Quarter	Value (%)																	
Q3 2015/16	3.27%																	
Q4 2015/16	4.2%																	
Q1 2016/17	3.73%																	
Q2 2016/17	3.83%																	
Q3 2016/17	3.53%																	
<p>Page 24</p> <p>Number of new Business Start Ups -Through Business Gateway</p>	<p>CP01-P001dP How many new businesses has Business Gateway help create?</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>Q3 2015/16</td> <td>37</td> </tr> <tr> <td>Q4 2015/16</td> <td>85</td> </tr> <tr> <td>Q1 2016/17</td> <td>54</td> </tr> <tr> <td>Q2 2016/17</td> <td>57</td> </tr> <tr> <td>Q3 2016/17</td> <td>50</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	37	Q4 2015/16	85	Q1 2016/17	54	Q2 2016/17	57	Q3 2016/17	50	50	<p>How are we performing: Start-up advisers have worked with 50 business starts over the quarter, which is around average for the time of year as starts tend to slow during December. Indications in this quarter and throughout the year are that the businesses are more "lifestyle" than growth (this is shown by a decrease in the figures for potential and high value starts).</p> <p>Actions we are taking to improve/maintain performance: The two Start-up advisers, who were appointed last quarter, continue to work hard to identify any growth potential but this is very dependent on the local economy.</p>			Bryan McGrath
Quarter	Value																	
Q3 2015/16	37																	
Q4 2015/16	85																	
Q1 2016/17	54																	
Q2 2016/17	57																	
Q3 2016/17	50																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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-P001eP How many businesses has Business Gateway supported?</p> <table border="1"> <caption>Businesses supported through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>273</td> </tr> <tr> <td>Q4-2015/16</td> <td>315</td> </tr> <tr> <td>Q1-2016/17</td> <td>269</td> </tr> <tr> <td>Q2-2016/17</td> <td>283</td> </tr> <tr> <td>Q3-2016/17</td> <td>360</td> </tr> </tbody> </table>	Quarter	Value	Q3-2015/16	273	Q4-2015/16	315	Q1-2016/17	269	Q2-2016/17	283	Q3-2016/17	360	360	<p>How are we performing: 360 individual businesses were supported during the period (monitored monthly within the service). Support may be anything from a meeting, attending a workshop or email and telephone support. This number is around the level we would expect with the number of advisers operating in Business Gateway.</p> <p>Actions we are taking to improve/maintain performance: The locality focus for advisors continues to have a positive impact in terms of business engagement and provision of support</p>			Bryan McGrath
Quarter	Value																	
Q3-2015/16	273																	
Q4-2015/16	315																	
Q1-2016/17	269																	
Q2-2016/17	283																	
Q3-2016/17	360																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001FP How many loans to local businesses did we award?</p> <table border="1"> <caption>CP01-P001FP: Number of loans awarded</caption> <thead> <tr> <th>Quarter</th> <th>Number of Loans</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016/17</td> <td>1</td> </tr> <tr> <td>Q3 2016/17</td> <td>2</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Number of Loans	Q3 2015/16	3	Q4 2015/16	4	Q1 2016/17	1	Q2 2016/17	1	Q3 2016/17	2	2	<p>Observations: Two loans were approved in this Quarter from two applications.</p>			Bryan McGrath
Quarter	Number of Loans																	
Q3 2015/16	3																	
Q4 2015/16	4																	
Q1 2016/17	1																	
Q2 2016/17	1																	
Q3 2016/17	2																	
Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001gP How much money did those loans add up to?</p> <table border="1"> <caption>CP01-P001gP: Value of loans</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>£57,504.00</td> </tr> <tr> <td>Q4 2015/16</td> <td>£72,000.00</td> </tr> <tr> <td>Q1 2016/17</td> <td>£11,250.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>£20,000.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>£40,000.00</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 (£)	Q3 2015/16	£57,504.00	Q4 2015/16	£72,000.00	Q1 2016/17	£11,250.00	Q2 2016/17	£20,000.00	Q3 2016/17	£40,000.00	£40,000.00			Bryan McGrath	
Quarter	Value (£)																	
Q3 2015/16	£57,504.00																	
Q4 2015/16	£72,000.00																	
Q1 2016/17	£11,250.00																	
Q2 2016/17	£20,000.00																	
Q3 2016/17	£40,000.00																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Scottish Borders Business Fund - Number of grants	<p>CP01-P001hP How many grants to local businesses did we award?</p> <table border="1"> <caption>Number of grants awarded</caption> <thead> <tr> <th>Quarter</th> <th>Number of grants</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016/17</td> <td>13</td> </tr> <tr> <td>Q3 2016/17</td> <td>8</td> </tr> </tbody> </table>	Quarter	Number of grants	Q3 2015/16	9	Q4 2015/16	10	Q1 2016/17	11	Q2 2016/17	13	Q3 2016/17	8	8	<p>Observations: 8 grants were awarded from 10 applications submitted in this Quarter.</p>			Bryan McGrath
Quarter	Number of grants																	
Q3 2015/16	9																	
Q4 2015/16	10																	
Q1 2016/17	11																	
Q2 2016/17	13																	
Q3 2016/17	8																	
Scottish Borders Business Fund - Value of grants	<p>CP01-P001iP How much money did those grants add up to?</p> <table border="1"> <caption>Value of grants awarded</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>£29,396.71</td> </tr> <tr> <td>Q4 2015/16</td> <td>£23,684.88</td> </tr> <tr> <td>Q1 2016/17</td> <td>£35,093.50</td> </tr> <tr> <td>Q2 2016/17</td> <td>£43,619.44</td> </tr> <tr> <td>Q3 2016/17</td> <td>£26,099.15</td> </tr> </tbody> </table>	Quarter	Value (£)	Q3 2015/16	£29,396.71	Q4 2015/16	£23,684.88	Q1 2016/17	£35,093.50	Q2 2016/17	£43,619.44	Q3 2016/17	£26,099.15	£26,099.15	The amount of grant awarded in this Quarter was down on the previous Quarter and also below the amount awarded in the corresponding Quarter in 2015-16.			Bryan McGrath
Quarter	Value (£)																	
Q3 2015/16	£29,396.71																	
Q4 2015/16	£23,684.88																	
Q1 2016/17	£35,093.50																	
Q2 2016/17	£43,619.44																	
Q3 2016/17	£26,099.15																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Planning Applications Received	<p>CP01-P001JP How many planning applications do we receive?</p> <table border="1"> <caption>CP01-P001JP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>307</td> </tr> <tr> <td>Q4-2015/16</td> <td>300</td> </tr> <tr> <td>Q1-2016/17</td> <td>321</td> </tr> <tr> <td>Q2-2016/17</td> <td>327</td> </tr> <tr> <td>Q3-2016/17</td> <td>291</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	Q3-2015/16	307	Q4-2015/16	300	Q1-2016/17	321	Q2-2016/17	327	Q3-2016/17	291	291	<p>Observations: There has been a slight drop in the number of planning applications received since last quarter and compared to the same time last year.</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
Quarter	Value																	
Q3-2015/16	307																	
Q4-2015/16	300																	
Q1-2016/17	321																	
Q2-2016/17	327																	
Q3-2016/17	291																	
<p>Page 28</p> <p>Time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p>	<p>CP01-P001KP How long in weeks does it take on average to process all planning applications for major developments?</p> <table border="1"> <caption>CP01-P001KP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>0.0</td> </tr> <tr> <td>Q3-2015/16</td> <td>0.0</td> </tr> <tr> <td>Q4-2015/16</td> <td>49.9</td> </tr> <tr> <td>Q1-2016/17</td> <td>0.0</td> </tr> <tr> <td>Q2-2016/17</td> <td>0.0</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	Q2-2015/16	0.0	Q3-2015/16	0.0	Q4-2015/16	49.9	Q1-2016/17	0.0	Q2-2016/17	0.0	0.0	<p>Observations: There were no major applications determined in the second quarter of 2016/17.</p> <p>Note: One quarter lag in data</p>			Ian Aikman
Quarter	Value																	
Q2-2015/16	0.0																	
Q3-2015/16	0.0																	
Q4-2015/16	49.9																	
Q1-2016/17	0.0																	
Q2-2016/17	0.0																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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-P001IP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>19.2</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>Q1 2016/17</td> <td>8.6</td> </tr> <tr> <td>Q2 2016/17</td> <td>7.0</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2 2015/16	19.2	Q3 2015/16	17.1	Q4 2015/16	14.8	Q1 2016/17	8.6	Q2 2016/17	7.0	7.0	<p>How are we performing: There has been a further reduction in the time taken to determine this category of application. The Q2 figure of 7 weeks relates well to the Scottish national average for that quarter of 11 weeks.</p> <p>Actions we are taking to improve/maintain performance: Our 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 clear improvements in performance.</p> <p>Note: One quarter lag in data</p>			Ian Aikman
Quarter	Value (wks)																	
Q2 2015/16	19.2																	
Q3 2015/16	17.1																	
Q4 2015/16	14.8																	
Q1 2016/17	8.6																	
Q2 2016/17	7.0																	
Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P001mP How long in weeks does it take on average to process all planning applications for household developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>6.5</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.5</td> </tr> <tr> <td>Q4 2015/16</td> <td>6.4</td> </tr> <tr> <td>Q1 2016/17</td> <td>6.5</td> </tr> <tr> <td>Q2 2016/17</td> <td>6.7</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2 2015/16	6.5	Q3 2015/16	6.5	Q4 2015/16	6.4	Q1 2016/17	6.5	Q2 2016/17	6.7	6.7	<p>How are we performing: There has been a marginal increase in the time taken to determine householder applications this quarter to 6.7 weeks. The performance relates well to the Scottish national average for this category of application of 7.3 weeks.</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	6.5																	
Q3 2015/16	6.5																	
Q4 2015/16	6.4																	
Q1 2016/17	6.5																	
Q2 2016/17	6.7																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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	<p>CP01-P001rP How many invoices, received by us, were paid within 30 days of receiving the invoice?</p> <table border="1"> <caption>Chart Data: % of Invoices paid within 30 days</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>91%</td> </tr> <tr> <td>Q3-2015/16</td> <td>90%</td> </tr> <tr> <td>Q1-2016/17</td> <td>94%</td> </tr> <tr> <td>Q2-2016/17</td> <td>85%</td> </tr> <tr> <td>Q3-2016/17</td> <td>93%</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 (%)	Q2-2015/16	91%	Q3-2015/16	90%	Q1-2016/17	94%	Q2-2016/17	85%	Q3-2016/17	93%	93%	<p>How are we performing: Performance is now back on target, as a result of a 3 month plan to ensure suppliers are paid within 30 days</p> <p>Actions we are taking to improve/maintain performance: Given the significant impact our performance in this area can have in the local economy, this is continuously monitored. However, with the introduction of new IT systems as part of the CGI contract, the whole invoice payment process is being examined to ensure that it is fit for purpose in the context of reducing resources.</p>			Lynn Mirley
Quarter	Value (%)																	
Q2-2015/16	91%																	
Q3-2015/16	90%																	
Q1-2016/17	94%																	
Q2-2016/17	85%																	
Q3-2016/17	93%																	

IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, ENSURING AN INCLUSIVE APPROACH

HOW ARE WE DOING?

Achievement of Curriculum for Excellence (CFE) LEVELS 2015/16: PRIMARY SCHOOL

PERCENTAGE OF PUPILS ACHIEVING EXPECTED LEVELS

	READING		WRITING		LISTENING & TALKING		NUMERACY	
PRIMARY 1 - EARLY LEVEL	86% Scottish Borders	81% Scotland	82% Scottish Borders	78% Scotland	87% Scottish Borders	85% Scotland	86% Scottish Borders	84% Scotland
PRIMARY 4 - FIRST LEVEL	81% Scottish Borders	75% Scotland	75% Scottish Borders	69% Scotland	86% Scottish Borders	81% Scotland	77% Scottish Borders	73% Scotland
PRIMARY 7 - SECOND LEVEL	79% Scottish Borders	72% Scotland	74% Scottish Borders	65% Scotland	83% Scottish Borders	77% Scotland	74% Scottish Borders	68% Scotland



These measures, released by Scottish Government in Dec 2016, cover primary pupils' achievement (based on Teachers Professional Judgements) in reading, writing, listening and talking and numeracy.

These are experimental statistics and are subject to review and development. (Data is also available up to S3 level but has not been included in this update). The measures will support individual children's progress and identify where improvement is needed at the earliest stage.

The Scottish Government has made data available down to individual school level which you can access via the following [link](#).

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

Our performance during Q2 2016/17

ATTENDANCE (OCT-DEC 2016/17 SCHOOL YEAR)

94.98%

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 (OCT-DEC 2016/17 SCHOOL YEAR)

12 Primary
65 Secondary

Oct-Dec 15/16 3 Primary
37 Secondary



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>	93.3%	<p>Observations Attendance across Primary and Secondary Schools saw a slight drop in Q3, which is in line with the previous years' trend.</p>			Donna Manson
What % of primary school pupils attend school?	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p>	94.98%	<p>How are we performing: Only a slight decline in primary attendance during Q3. This is a similar trend seen in past years and was anticipated.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with families to ensure attendance rates increase.</p>			Donna Manson
What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p>	92%	<p>How are we performing: There was a decline in secondary pupil attendance during the third quarter. Historically this has always been the case and could be attributed to the holiday season.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with families to ensure attendance rates increase and are maintained during this winter term, especially when pupils are preparing for prelims early in the new year.</p>			Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
<p>How many primary and secondary school pupils were excluded?</p> <p>Page 33</p>	<p>CP02-P25P How many primary and secondary school pupils were excluded?</p> <table border="1"> <caption>CP02-P25P Data</caption> <thead> <tr> <th>Year</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>58</td> <td>45</td> <td>42</td> </tr> <tr> <td>Q2</td> <td>55</td> <td>40</td> <td>65</td> </tr> <tr> <td>Q3</td> <td>60</td> <td>38</td> <td>78</td> </tr> <tr> <td>Q4</td> <td>92</td> <td>62</td> <td>-</td> </tr> </tbody> </table>	Year	2014/15	2015/16	2016/17	Q1	58	45	42	Q2	55	40	65	Q3	60	38	78	Q4	92	62	-	77	<p>How are we performing: The total number of pupils excluded during Q3 has increased slightly since last quarter. However, when the <i>rate per 1000 pupils</i> is examined over the longer term (4 years), there has been significant improvement. (Rates for <u>primary</u> and <u>secondary</u> have been provided below, demonstrating the long term improvement).</p> <p>Actions we are taking to improve/maintain performance: Significant progress was made during 2015/16 to bring exclusions down to their lowest levels in over 4 years. However, given the recent increases, there will be a re-focus on consistent application of our policies around excluding pupils, and an ongoing focus on inclusion. Data at individual school level is examined on a monthly basis in order that support can be provided to ensure this continued focus on inclusion, and the provision of appropriate support within schools to improve outcomes for young people.</p>			Donna Manson
Year	2014/15	2015/16	2016/17																							
Q1	58	45	42																							
Q2	55	40	65																							
Q3	60	38	78																							
Q4	92	62	-																							
<p>How many primary school pupils were excluded?</p>	<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>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>15</td> <td>12</td> <td>9</td> </tr> <tr> <td>Q2</td> <td>5</td> <td>5</td> <td>14</td> </tr> <tr> <td>Q3</td> <td>10</td> <td>3</td> <td>12</td> </tr> <tr> <td>Q4</td> <td>12</td> <td>6</td> <td>-</td> </tr> </tbody> </table>	Year	2014/15	2015/16	2016/17	Q1	15	12	9	Q2	5	5	14	Q3	10	3	12	Q4	12	6	-	12	<p>How are we performing: There has been a small decrease since last quarter in the number of primary school pupils excluded during quarter 3. As numbers are low, a small fluctuation can have a significant impact on trends. Over the last 4 years, the <i>rate per 1000 pupils</i> has decreased significantly:</p> <ul style="list-style-type: none"> • Rate per 1000 in Dec 2016 = 0.7 • Rate per 1000 in Dec 2012 = 1.8 <p>Actions we are taking to improve/maintain performance: See above</p>			Donna Manson
Year	2014/15	2015/16	2016/17																							
Q1	15	12	9																							
Q2	5	5	14																							
Q3	10	3	12																							
Q4	12	6	-																							

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many secondary school pupils were excluded?	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p>	65	<p>How are we performing: There has been an increase since last quarter in the number of secondary pupils excluded from school, although monthly data for December indicates a reduction once again in the number of pupils excluded. Over the last 4 years, <i>the rates per 1000 pupils</i> has decreased significantly:</p> <ul style="list-style-type: none"> • Rate per 1000 in Dec 2016 = 2 • Rate per 1000 in Dec 2012 = 6.2 <p>Actions we are taking to improve/maintain performance:</p> <p>See above</p>			Donna Manson
Number of Schools/Nurseries inspected per Quarter	<p>CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?</p>	2	<p>Observations: There were two inspections undertaken during Q3.</p> <ul style="list-style-type: none"> • Gordon Primary School received a full inspection • St Josephs RC Primary School received a follow up inspection which is considered as "continuing engagement". <p>Gordon Primary School Report was positive overall and the follow up report at St Josephs RC Primary School highlighted the improvements made, with an overall positive outcome.</p> <p>Education Scotland/Care Inspectorate Report</p>	n/a		Donna Manson

03

PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE

HOW ARE WE DOING?

October 2016 - December 2016:

SELF-DIRECTED SUPPORT APPROACH 50% of adults are using the Self-Directed Support approach (at end Dec 2016)	DOMESTIC ABUSE 653 reported incidents of domestic abuse	CRIMES AND OFFENCES 2284 group 1-5 crimes and offences were recorded	WELFARE BENEFITS SERVICE 698 people contacted our Welfare Benefits Service receiving over £2.4m in additional benefits
Q3 15/16 15.8%	SB Q3 15/16 646	SB Q3 15/16 2280	SB Q3 15/16 594



Reducing Reoffending in the Scottish Borders

The Community Justice (Scotland) Act 2016 has been introduced to reduce reoffending by addressing the underlying causes of offending behaviour. Factors that are known to have a positive influence are suitable accommodation, health care, employment and training, and relationships. A Community Justice Board chaired by the Chief Social Work Officer has been set up to oversee arrangements in the Scottish Borders. The Board has responsibility for planning and making the necessary changes to how services are designed, delivered and accessed by people who have an offending history. A three year plan has been developed to support prevention, reduce further offending and result in fewer victims of crime.

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support · independence · joined-up care · health · support · independence · joined-up care · health

Our performance during Q3 2016/17

CARE AT HOME 76% of adults (aged 65yrs+) received care at home compared to a care home /residential setting (at end Dec 2016) (above our target of 70%)	LOOKED AFTER CHILDREN 236 looked after children (at end Dec 2016)  (up from 215 at Q3 2015/16)	ADULT PROTECTION During Q3 2016/17 52 concerns were raised (up from 44 Q3 2015/16) 25 investigations were carried out (up from 7 Q3 2015/16)	CHILD PROTECTION 165 inter-agency discussions (Initial Referrals Discussions) concerning the safety of a child held (up from 127 from Q3 2015/16)
NEW SERVICE USERS 97% of new service users received a service within 6 weeks of assessment (at end Dec 2016) (up from 93% at Q3 2015/16)	86% of looked after children (across all ages) were living within a community family-based placement (at end Dec 2016) (up from 84% at Q3 2015/16)	2 case conferences were held (no change compared to Q3 15/16)	66 children on the Child Protection Register (at end Dec 2016)  (up from 16 at Q3 2015/16)



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-P02bP % 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-P02bP</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>70%</td> </tr> <tr> <td>Q4 2015/16</td> <td>72%</td> </tr> <tr> <td>Q1 2016/17</td> <td>73%</td> </tr> <tr> <td>Q2 2016/17</td> <td>76%</td> </tr> <tr> <td>Q3 2016/17</td> <td>76%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015/16	70%	Q4 2015/16	72%	Q1 2016/17	73%	Q2 2016/17	76%	Q3 2016/17	76%	76%	<p>How are we performing: This quarter has seen a stabilisation in the number of adults over 65 being able to remain at home compared to those in a care home/residential setting.</p> <p>Actions we are taking to improve/maintain performance: We continue to assess clients under the Self Directed Support (SDS) approach and review their needs which ensure they are able to remain within the community.</p>			Elaine Torrance
Quarter	Value (%)																	
Q3 2015/16	70%																	
Q4 2015/16	72%																	
Q1 2016/17	73%																	
Q2 2016/17	76%																	
Q3 2016/17	76%																	
Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records	<p>CP03-P04bP Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <caption>Data for CP03-P04bP</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>15.8%</td> </tr> <tr> <td>Q4 2015/16</td> <td>20.6%</td> </tr> <tr> <td>Q1 2016/17</td> <td>31.2%</td> </tr> <tr> <td>Q2 2016/17</td> <td>41.8%</td> </tr> <tr> <td>Q3 2016/17</td> <td>50.0%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015/16	15.8%	Q4 2015/16	20.6%	Q1 2016/17	31.2%	Q2 2016/17	41.8%	Q3 2016/17	50.0%	50%	<p>How are we performing: Continuing increase in existing and new clients being assessed using the SDS approach. This is shown as the rate of individuals using SDS arrangements per 1,000 population increases.</p> <p>Actions we are taking to improve/maintain performance: A briefing paper has been provided for the Executive Committee to further explain the shift to SDS and how SBC will achieve the ambitious target (Appendix 1a; Quarterly Performance Report Q3 2016/17)</p>			Elaine Torrance
Quarter	Value (%)																	
Q3 2015/16	15.8%																	
Q4 2015/16	20.6%																	
Q1 2016/17	31.2%																	
Q2 2016/17	41.8%																	
Q3 2016/17	50.0%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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>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>Q3 2015/16</td> <td>~6.5</td> </tr> <tr> <td>Q4 2015/16</td> <td>~7.5</td> </tr> <tr> <td>Q1 2016/17</td> <td>~10.0</td> </tr> <tr> <td>Q2 2016/17</td> <td>~12.5</td> </tr> <tr> <td>Q3 2016/17</td> <td>20.49</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	~6.5	Q4 2015/16	~7.5	Q1 2016/17	~10.0	Q2 2016/17	~12.5	Q3 2016/17	20.49	20.49	<p>Observations: As clients move to the SDS approach the expectation that this PI will continue to rise.</p>			Elaine Torrance
Quarter	Value																	
Q3 2015/16	~6.5																	
Q4 2015/16	~7.5																	
Q1 2016/17	~10.0																	
Q2 2016/17	~12.5																	
Q3 2016/17	20.49																	
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P28P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</p> <table border="1"> <caption>CP03-P28P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>93%</td> </tr> <tr> <td>Q4 2015/16</td> <td>95%</td> </tr> <tr> <td>Q1 2016/17</td> <td>98%</td> </tr> <tr> <td>Q2 2016/17</td> <td>97%</td> </tr> <tr> <td>Q3 2016/17</td> <td>97%</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	93%	Q4 2015/16	95%	Q1 2016/17	98%	Q2 2016/17	97%	Q3 2016/17	97%	97%	<p>How are we performing: With new process embedded and methods of recording assessment understood this indicator has shown a steady recovery and is now maintained above the target of 95%.</p> <p>Actions we are taking to improve/maintain performance: We are continuing to train and update the process to ensure we meet and exceed the 6 week target.</p>			Elaine Torrance
Quarter	Value																	
Q3 2015/16	93%																	
Q4 2015/16	95%																	
Q1 2016/17	98%																	
Q2 2016/17	97%																	
Q3 2016/17	97%																	
Adult protection - Number of Concerns	<p>CP03-P149 Adult protection - Number of Concerns</p> <table border="1"> <caption>CP03-P149 Adult protection - Number of Concerns</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>~45</td> </tr> <tr> <td>Q4 2015/16</td> <td>~40</td> </tr> <tr> <td>Q1 2016/17</td> <td>~48</td> </tr> <tr> <td>Q2 2016/17</td> <td>~65</td> </tr> <tr> <td>Q3 2016/17</td> <td>52</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	~45	Q4 2015/16	~40	Q1 2016/17	~48	Q2 2016/17	~65	Q3 2016/17	52	52	<p>Observations: Minor fluctuation in the number of concerns reported. However overall upward trend in the numbers.</p>	n/a		Elaine Torrance
Quarter	Value																	
Q3 2015/16	~45																	
Q4 2015/16	~40																	
Q1 2016/17	~48																	
Q2 2016/17	~65																	
Q3 2016/17	52																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Adult protection - Number of Investigations		25	<p>Observations: Drop in the number of investigations during the third quarter however 2016/17 is running higher than the previous two years.</p>	n/a		Elaine Torrance
Adult protection - Number of Case Conferences		2	<p>Observations: Continuing fluctuations in the number of case conferences held.</p>	n/a		Elaine Torrance
Looked After Children (aged 12+) in family-based placements compared to those in residential placements		76%	<p>Observations: The % of Looked After Children, age 12+, in a family based placement still remains below the ambitious target at 76% (target = 80%) but is seeing steady improvement over the longer term;</p>			Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
Looked After Children (All ages) in family-based placements compared to those in residential placements	<p>CP03-P06bP Looked After Children in family-based placements compared to those in residential placements</p> <table border="1"> <caption>CP03-P06bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>84%</td> </tr> <tr> <td>Q3 2015/16</td> <td>85%</td> </tr> <tr> <td>Q1 2016/17</td> <td>87%</td> </tr> <tr> <td>Q2 2016/17</td> <td>86%</td> </tr> <tr> <td>Q3 2016/17</td> <td>86%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2015/16	84%	Q3 2015/16	85%	Q1 2016/17	87%	Q2 2016/17	86%	Q3 2016/17	86%	86%	<p>Observations: The % remains the same as previous quarter (above target) and is higher than it was at the same time last year.</p> <p>Evidence shows that in general children and young people's social, emotional and educational outcomes are better in family based placements (foster care) in their own communities.</p>			Ann Blackie								
Quarter	Value (%)																									
Q2 2015/16	84%																									
Q3 2015/16	85%																									
Q1 2016/17	87%																									
Q2 2016/17	86%																									
Q3 2016/17	86%																									
Number of Looked After Children (LAC)	<p>CP03-P83P Number of Looked After Children (LAC)</p> <table border="1"> <caption>CP03-P83P 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>185</td> <td>180</td> <td>185</td> <td>185</td> </tr> <tr> <td>2015/16</td> <td>200</td> <td>215</td> <td>215</td> <td>215</td> </tr> <tr> <td>2016/17</td> <td>236</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	185	180	185	185	2015/16	200	215	215	215	2016/17	236	-	-	-	236	<p>Observations: Continuing fluctuation in the number of Looked After Children (LAC), and a slight increase this quarter, when compared to Q2 and the same time last year.</p> <p>Looked After Children include children and young people in foster care, residential care, kinship care and those Looked After at Home. All Looked After Children are placed on a statutory basis.</p>	n/a		Ann Blackie
Year	Q1	Q2	Q3	Q4																						
2014/15	185	180	185	185																						
2015/16	200	215	215	215																						
2016/17	236	-	-	-																						
Number of Inter-agency Discussions (IRDs) held about a child	<p>CP03-P85P Number of Inter-agency Discussions (IRDs) held</p> <table border="1"> <caption>CP03-P85P 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>90</td> <td>80</td> <td>90</td> <td>90</td> </tr> <tr> <td>2015/16</td> <td>125</td> <td>140</td> <td>140</td> <td>140</td> </tr> <tr> <td>2016/17</td> <td>165</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	90	80	90	90	2015/16	125	140	140	140	2016/17	165	-	-	-	165	<p>Observations: There has been a further increase in both the number of inter-agency referral discussions (IRD) held (where there is a concern about a child) and the number of children on the Child Protection Register when compared to Quarter 2. Following a review of the process, a change to the way in which IRDs are recorded was introduced in September 2016 which means that IRDs are now more robustly recorded and there is increased integrity in the data. IRDs remain the main method of discussion around the child where there are child protection concerns;</p>	n/a		Ann Blackie
Year	Q1	Q2	Q3	Q4																						
2014/15	90	80	90	90																						
2015/16	125	140	140	140																						
2016/17	165	-	-	-																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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>Year</th> <th>Q3 Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>15</td> </tr> <tr> <td>2015/16</td> <td>28</td> </tr> <tr> <td>2016/17</td> <td>66</td> </tr> </tbody> </table>	Year	Q3 Value	2014/15	15	2015/16	28	2016/17	66	66	<p>Observations: Throughout Q2 the number of children on the register has remained in the mid 60s. With the increase in IRDs it is expected that these levels will be maintained.</p>	n/a		Ann Blackie
Year	Q3 Value													
2014/15	15													
2015/16	28													
2016/17	66													
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>Year</th> <th>Q3 Value</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>600</td> </tr> <tr> <td>2015/16</td> <td>680</td> </tr> <tr> <td>2016/17</td> <td>698</td> </tr> </tbody> </table>	Year	Q3 Value	2014/15	600	2015/16	680	2016/17	698	698	<p>Observations: The gains remain high (over £2m again this quarter which is an increase on last year's Q3 figure). 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.</p> <p>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</p>			Cathie Fancy
Year	Q3 Value													
2014/15	600													
2015/16	680													
2016/17	698													

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Welfare Benefit - Monetary Gain	<p>CP03-P36 Welfare Benefit - Monetary Gain</p>	£2,434,069.00	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.			Cathie Fancy
Number of reported incidents of domestic abuse (cumulative)	<p>CP03-P37P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p>	653	<p>Where we are currently A seven incident increase for the year to date when compared to the same time period in 2015/16 which equates to a 1.1% increase.</p> <p>Our Successes/Our Issues - Domestic abuse services continue to ensure that calling the police is central to all safety planning with victims. - Domestic Abuse Advocacy Support service (DAAS) now receive referrals directly from the Police Scotland's Vulnerable Persons Database, thus decreasing the delay in contacting victims after an incident. However this has meant that the on call service on a Sunday morning has had to be suspended as no VPD referrals can be accessed at a weekend, therefore all VPD referrals come to DAAS on a Monday morning.</p> <p>What we are doing We continue to ensure that all services are aware of DAAS/DACS and the wider Pathway services including MARAC through engagement with service providers, updates at team meetings and new leaflets.</p>			Graham Jones

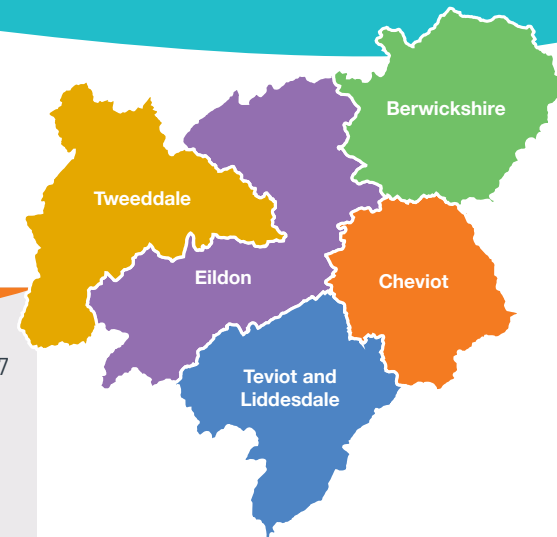
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
			<p>Service Update The future of the service is secured to 31st March 2017, with contributions from Scottish Government and partner agencies. The "Pathway 2" Project Board has now agreed the Stage 2 application to Big Lottery, this was submitted on 21st December. The assessment process has started, and we can expect a decision from Big Lottery in April. The Scottish Government funding will not be available till at least May 2017.</p>																							
<p>Page 42</p> <p>Number of Group 1-5 recorded crimes and offences (cumulative)</p>	<p>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <caption>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</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>~750</td> <td>~1,600</td> <td>~2,350</td> <td>~3,100</td> </tr> <tr> <td>2015/16</td> <td>~750</td> <td>~1,550</td> <td>~2,250</td> <td>~2,900</td> </tr> <tr> <td>2016/17</td> <td>~750</td> <td>~1,600</td> <td>~2,250</td> <td>2,284</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	~750	~1,600	~2,350	~3,100	2015/16	~750	~1,550	~2,250	~2,900	2016/17	~750	~1,600	~2,250	2,284	<p>2,284</p>	<p>Where we are currently A 0.9% increase in crimes in the year to date when compared to the same time period in 2015/16. This equates to 21 additional victims.</p> <p>Our Successes/Our Issues - There continues to be a local focus on high-volume, low-level crime with the result that vandalism offences are 2.7% lower in the year to date when compared to 2015/16. - There has been an increase in sexual crimes and crimes of dishonesty in the year to date that have resulted in the overall small increase in crime rates.</p> <p>What we are doing Introduction of prevention and tackling inequalities model by Police Scotland to streamline crime prevention activities.</p>			<p>Graham Jones</p>
Year	Q1	Q2	Q3	Q4																						
2014/15	~750	~1,600	~2,350	~3,100																						
2015/16	~750	~1,550	~2,250	~2,900																						
2016/17	~750	~1,600	~2,250	2,284																						

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - December 2016:



TWEEDDALE

The following funding has been awarded in 16/17

£131.5k National Lottery
£19,832 Quality of Life Fund

£27.0k Community Grants Scheme
£54,175 Neighbourhood Small Schemes Fund

15 projects currently in development

EILDON

The following funding has been awarded in 16/17

£42.3k National Lottery
£13,289 Quality of Life Fund

£27.8k Community Grants Scheme
£71,973 Neighbourhood Small Schemes Fund

19 projects currently in development

CHEVIOT

The following funding has been awarded in 16/17

£453.2k National Lottery
£17,632 Quality of Life Fund

£12.2k Community Grants Scheme
£31,793 Neighbourhood Small Schemes Fund

14 projects currently in development

NEWLANDS RURAL BUSINESS UNITS

Newlands Community Development Trust (NCDT) has, through a public land asset transfer, delivered the Newlands Centre. The group are now close to completion of the Newlands Rural Business Units project which has been created from the full modernisation and remodelling of the old Newlands Memorial Hall.



ENERGISE GALASHIELS

Energise Galashiels is a group that aims to provide a focus for engaging with the community, to develop a vision for and deliver actions to improve Galashiels and create a more vibrant, welcoming and confident community. They have delivered a number of innovative projects, events and promoted shop front improvements in Galashiels as well as encouraging positive marketing of businesses and events in the area.



JEDBURGH COMMUNITY AREA REGENERATION SCHEME (CARS) BID

A CARS bid to Historic Environment Scotland which if successful will support regeneration in the heart of the town including key buildings around the Market Place and prominent locations at the top end of the High Street. Enhance the Abbey Ramparts and Canongate Bridge, support the development of the Category A listed Port House and deliver a range of heritage based education and traditional skills training



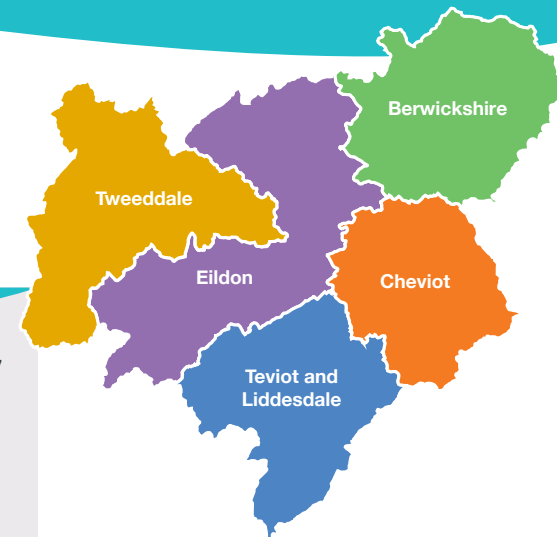
This quarter we are highlighting some of the great community projects, initiatives and funding applications that we are supporting across the Scottish Borders.

Officers across SBC are currently working closely with over 150 Community Groups, Trusts and Enterprises, assisting and enabling them to access funding, build capacity, skills and expertise that will enhance community development and regeneration.

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - December 2016:



BERWICKSHIRE

The following funding has been awarded in 16/17

£439.3k
National Lottery

£7,883
Quality of Life Fund

£22.1k
Community Grants Scheme

£18,860
Neighbourhood Small Schemes Fund

17 projects currently in development

TEVIOT & LIDDESDALE

The following funding has been awarded in 16/17

£37.8k
National Lottery

£17,632
Quality of Life Fund

£18.8k
Community Grants Scheme

£31,793
Neighbourhood Small Schemes Fund

11 projects currently in development

BORDERS WIDE PROJECTS

The following funding has been awarded in 16/17

£466k
National Lottery

£10.8k
Community Grants Scheme

17 projects currently in development

COLDSTREAM COMMUNITY DEVELOPMENT TRUST

In 1998 the Coldstream community formed the Trust, purchased St Cuthbert's church and over the next ten years raised over £250k of grant funding to convert it into a Community Centre. This hub provides a wide range of opportunities in a small rural town where access to services was limited. In 2017 the Trust aims to develop current services to become self-sustaining, and to secure grant funding to extend the range of services.



NEWCASTLETON HUB AND COMMUNITY FUEL PROJECT

A Regeneration Capital Grant Fund application to Scottish Government which if successful will support the delivery of the Newcastleton Hub and Community Fuel Pump Project comprising of an unmanned forecourt fuel service and a small Community Hub which will provide a range of community services, business units and a focal point to support community development.



This quarter we are highlighting some of the great community projects, initiatives and funding applications that we are supporting across the Scottish Borders.

Officers across SBC are currently working closely with over 150 Community Groups, Trusts and Enterprises, assisting and enabling them to access funding, build capacity, skills and expertise that will enhance community development and regeneration.

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-P001nP 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>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> <tr> <td>Q2-2016/17</td> <td>3,863</td> </tr> <tr> <td>Q3-2016/17</td> <td>4,147</td> </tr> </tbody> </table>	Quarter	Value	Q3-2015/16	3,279	Q4-2015/16	3,788	Q1-2016/17	3,863	Q2-2016/17	3,863	Q3-2016/17	4,147	4147	<p>Observations: The number of people registered with SB Alert remains below the ambitious growth target at 4147 (target = 4600) but is showing steady improvement over the longer term.</p>			Jim Fraser
Quarter	Value																	
Q3-2015/16	3,279																	
Q4-2015/16	3,788																	
Q1-2016/17	3,863																	
Q2-2016/17	3,863																	
Q3-2016/17	4,147																	
<p>Page 45</p> <p>Landfill Communities Fund - Number awarded</p>	<p>CP04-P001gP How many grants did we award from the Landfill Communities Fund?</p> <table border="1"> <caption>Landfill Communities Fund - Number awarded</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>6</td> </tr> <tr> <td>Q3-2016/17</td> <td>3</td> </tr> </tbody> </table>	Quarter	Value	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	0	Q2-2016/17	6	Q3-2016/17	3	3	<p>How are we performing: Transition of the UK Landfill Communities Fund into the new Scottish Landfill Communities Fund is now complete and fully operational. To date 28 initial enquiry forms have been sent out with 23 being returned and of those 21 have been invited to submit a Full Application. 12 applicants to date have completed and submitted the 'Full' form along with accompanying documents. Overall, 9 have been</p>			Shona Smith
Quarter	Value																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	0																	
Q2-2016/17	6																	
Q3-2016/17	3																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Landfill Communities Fund - Value of funds awarded	<p>CP04-P001HP What was the value of the Landfill Communities Fund grants awarded?</p> <table border="1"> <caption>CP04-P001HP: Value of Landfill Communities Fund grants awarded</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>107,500</td> </tr> <tr> <td>Q3-2016/17</td> <td>67,500</td> </tr> </tbody> </table>	Quarter	Value (£)	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	0	Q2-2016/17	107,500	Q3-2016/17	67,500	£67,500	<p>offered and accepted awards to date.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Although the new fund is operating well we will continue to work hard at maintaining the level of consistency and the positive relationship with Berwickshire Community Councils' Forum (BCCF) Environmental Group who are now responsible for all administration and decision-making processes in regard to this Fund.</p>			Shona Smith
Quarter	Value (£)																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	0																	
Q2-2016/17	107,500																	
Q3-2016/17	67,500																	
Landfill Communities Fund - Total Project Cost	<p>CP04-P001IP What was the total value of the projects the Landfill Communities Fund money contributed to?</p> <table border="1"> <caption>CP04-P001IP: Total value of projects the Landfill Communities Fund money contributed to</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>828,014</td> </tr> <tr> <td>Q3-2016/17</td> <td>290,900</td> </tr> </tbody> </table>	Quarter	Value (£)	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	0	Q2-2016/17	828,014	Q3-2016/17	290,900	£290,900				Shona Smith
Quarter	Value (£)																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	0																	
Q2-2016/17	828,014																	
Q3-2016/17	290,900																	
Community Grant - No. of grants awarded	<p>CP04-P001aP How many grants did we award from the Community Grant Scheme?</p> <table border="1"> <caption>CP04-P001aP: Number of grants awarded from the Community Grant Scheme</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>8</td> </tr> <tr> <td>Q4-2015/16</td> <td>15</td> </tr> <tr> <td>Q1-2016/17</td> <td>43</td> </tr> <tr> <td>Q2-2016/17</td> <td>9</td> </tr> <tr> <td>Q3-2016/17</td> <td>10</td> </tr> </tbody> </table>	Quarter	Number of Grants	Q3-2015/16	8	Q4-2015/16	15	Q1-2016/17	43	Q2-2016/17	9	Q3-2016/17	10	10	<p>How are we performing:</p> <p>Normally, project activity slows down leading up to the Christmas holiday period, but the number of applications in Q3 2016/17 has risen in comparison to Q3 2015/16. Until new budgets become available in April 2017/18, the level of activity will likely remain as is.</p> <p>The value of awards in Q3 2016/17 is approx. £10,000 higher than Q3 in 2015/16. This is due to 2 more applications being received and slightly higher requests in comparison to Q3 in 2015/16.</p>			Shona Smith
Quarter	Number of Grants																	
Q3-2015/16	8																	
Q4-2015/16	15																	
Q1-2016/17	43																	
Q2-2016/17	9																	
Q3-2016/17	10																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																	
			Total value of project costs is significantly higher than in Q3 2015/16. This is due to Community Grant Scheme being required to match fund a major development project (£250,000). The total value and project costs of the Community Grant Scheme will continue to fluctuate as it meets community demand for both large and small scale projects.																				
Community Grant - Value of funding granted	<p>Exec - Community Grant Scheme: Grants / Total Project Value</p> <table border="1"> <caption>Community Grant Scheme: Grants / Total Project Value</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P001b</th> <th>CP04-P001c</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>£14,654</td> <td>£18,072</td> </tr> <tr> <td>Q3-2015/16</td> <td>£36,869</td> <td>£95,235</td> </tr> <tr> <td>Q3-2016/17</td> <td>£88,627</td> <td>£255,558</td> </tr> <tr> <td>Q2-2016/17</td> <td>£30,130</td> <td>£324,277</td> </tr> <tr> <td>Q3-2016/17</td> <td>£24,246</td> <td>£287,069</td> </tr> </tbody> </table>	Quarter	CP04-P001b	CP04-P001c	Q3-2015/16	£14,654	£18,072	Q3-2015/16	£36,869	£95,235	Q3-2016/17	£88,627	£255,558	Q2-2016/17	£30,130	£324,277	Q3-2016/17	£24,246	£287,069	£24,246.00			
Quarter		CP04-P001b	CP04-P001c																				
Q3-2015/16	£14,654	£18,072																					
Q3-2015/16	£36,869	£95,235																					
Q3-2016/17	£88,627	£255,558																					
Q2-2016/17	£30,130	£324,277																					
Q3-2016/17	£24,246	£287,069																					
Community Grant Award Total Project Cost	£287,069.00																						
National Lottery Funds - Overall Award Total	<p>CP04-P001P What was the total value of National Lottery Funding received in the Scottish Borders?</p> <table border="1"> <caption>National Lottery Funding received in the Scottish Borders</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>£880,483.00</td> </tr> <tr> <td>Q3-2015/16</td> <td>£619,846.00</td> </tr> <tr> <td>Q1-2016/17</td> <td>£886,024.00</td> </tr> <tr> <td>Q2-2016/17</td> <td>£484,659.00</td> </tr> <tr> <td>Q3-2016/17</td> <td>£229,637.00</td> </tr> </tbody> </table>	Quarter	Value	Q2-2015/16	£880,483.00	Q3-2015/16	£619,846.00	Q1-2016/17	£886,024.00	Q2-2016/17	£484,659.00	Q3-2016/17	£229,637.00	£229,637.00	<p>How are we performing: Awards total is lower in Q3 2016/17 than in Q3 2015/16. This is due to 2 major projects being awarded over £300,000 each (Interest Link Borders and Seton Care Limited) in Q3 2015/16 as opposed to 2 awards under £100,000 each in Q3 2016/17. However there are currently applications awaiting decision estimated at around £2.5m.</p> <p>Actions we are taking to improve/maintain performance:</p>			Shona Smith					
Quarter	Value																						
Q2-2015/16	£880,483.00																						
Q3-2015/16	£619,846.00																						
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
National Lottery Fund - Total Awards made up to £10,000	<p>CP04-P001dP How much National Lottery Funding (grants up to £10,000) was received in the Scottish Borders?</p> <table border="1"> <caption>CP04-P001dP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>153,804</td> </tr> <tr> <td>Q4-2015/16</td> <td>53,114</td> </tr> <tr> <td>Q1-2016/17</td> <td>114,045</td> </tr> <tr> <td>Q2-2016/17</td> <td>121,782</td> </tr> <tr> <td>Q3-2016/17</td> <td>102,331</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 (£)	Q3-2015/16	153,804	Q4-2015/16	53,114	Q1-2016/17	114,045	Q2-2016/17	121,782	Q3-2016/17	102,331	£102,331.00	We continue to promote external funding schemes along with Community Grant Scheme to maximise leverage of funding into Scottish Borders. There are currently 97 pipeline projects both over and under £10k at present.			Shona Smith
Quarter	Value (£)																	
Q3-2015/16	153,804																	
Q4-2015/16	53,114																	
Q1-2016/17	114,045																	
Q2-2016/17	121,782																	
Q3-2016/17	102,331																	
National Lottery Fund - Total Awards made over £10,000	<p>CP04-P001eP How much National Lottery Funding (grants over £10,000) was received in the Scottish Borders?</p> <table border="1"> <caption>CP04-P001eP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>726,679</td> </tr> <tr> <td>Q4-2015/16</td> <td>566,732</td> </tr> <tr> <td>Q1-2016/17</td> <td>771,979</td> </tr> <tr> <td>Q2-2016/17</td> <td>332,877</td> </tr> <tr> <td>Q3-2016/17</td> <td>127,306</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 (£)	Q3-2015/16	726,679	Q4-2015/16	566,732	Q1-2016/17	771,979	Q2-2016/17	332,877	Q3-2016/17	127,306	£127,306.00				Shona Smith
Quarter	Value (£)																	
Q3-2015/16	726,679																	
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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> <table border="1"> <caption>Quality of Life Fund - Total value of funds awarded (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q4 2015/16</td> <td>73,024.00</td> </tr> <tr> <td>Q1 2016/17</td> <td>32,397.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>63,334.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>76,626.00</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 2015/16	73,024.00	Q1 2016/17	32,397.00	Q2 2016/17	63,334.00	Q3 2016/17	76,626.00	£76,626.00	<p>Observations: In Q3 2016/17 the <u>Quality of Life</u> fund aided 23 projects with total awards of £13,292 being made.</p>	n/a		Jason Hedley
Quarter	Value (£)															
Q4 2015/16	73,024.00															
Q1 2016/17	32,397.00															
Q2 2016/17	63,334.00															
Q3 2016/17	76,626.00															
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	<p>CP04-P001k Neighbourhood Small Schemes Fund - Total value of funds awarded (cumulative)</p> <table border="1"> <caption>Neighbourhood Small Schemes Fund - Total value of funds awarded (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q4 2015/16</td> <td>122,587.00</td> </tr> <tr> <td>Q1 2016/17</td> <td>112,773.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>152,348.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>212,203.00</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 2015/16	122,587.00	Q1 2016/17	112,773.00	Q2 2016/17	152,348.00	Q3 2016/17	212,203.00	£212,203.00	<p><u>Neighbourhood Small Schemes</u> awarded funds of £59,855 from 27 projects in Q3 16/17.</p> <p>As these PIs have only been reported on for four quarters, no long term trend can be established yet</p>	n/a		Jason Hedley
Quarter	Value (£)															
Q4 2015/16	122,587.00															
Q1 2016/17	112,773.00															
Q2 2016/17	152,348.00															
Q3 2016/17	212,203.00															

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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 Plans (CP04-P001)</th> <th>Progressing Plans (CP04-P001m)</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>37</td> <td>13</td> </tr> <tr> <td>Q3-2016/17</td> <td>38</td> <td>12</td> </tr> </tbody> </table>	Quarter	Active Plans (CP04-P001)	Progressing Plans (CP04-P001m)	Q3-2015/16	32	21	Q4-2015/16	35	15	Q1-2016/17	35	17	Q2-2016/17	37	13	Q3-2016/17	38	12	38	<p>Observations: Since last quarter Newcastleton and District are now "active" with Manor, Stobo and Lyne awaiting their equipment before progressing to active.</p>	👍		Jim Fraser
Quarter		Active Plans (CP04-P001)	Progressing Plans (CP04-P001m)																					
Q3-2015/16	32	21																						
Q4-2015/16	35	15																						
Q1-2016/17	35	17																						
Q2-2016/17	37	13																						
Q3-2016/17	38	12																						
No. of Progressing community resilience plans (cumulative)	13	📉		Jim Fraser																				
<p>Page 50</p> <p>The number of people carrying out volunteer work with SBC</p>	<p>CP04-P001oP The number of people carrying out volunteer work with SBC</p> <table border="1"> <caption>CP04-P001oP The number of people carrying out volunteer work with SBC</caption> <thead> <tr> <th>Quarter</th> <th>Volunteers</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>476</td> </tr> <tr> <td>Q4-2015/16</td> <td>286</td> </tr> <tr> <td>Q1-2016/17</td> <td>82</td> </tr> <tr> <td>Q2-2016/17</td> <td>93</td> </tr> <tr> <td>Q3-2016/17</td> <td>85</td> </tr> </tbody> </table>	Quarter	Volunteers	Q3-2015/16	476	Q4-2015/16	286	Q1-2016/17	82	Q2-2016/17	93	Q3-2016/17	85	85	<p>Observations: 85 people volunteered with SBC during Q3 of 2016/17, which equated to 583 hours. Economic benefit can be calculated at £7,083.69.</p> <p>Volunteer figures show a slight drop compared to last quarter due to a project in the Jedburgh Learning community finishing.</p> <p>Notes: Community Learning and Development (CLD) volunteers: 17, working 166 hours Walk it volunteers: 68, working 417 hours</p>	n/a		Shona Smith						
Quarter	Volunteers																							
Q3-2015/16	476																							
Q4-2015/16	286																							
Q1-2016/17	82																							
Q2-2016/17	93																							
Q3-2016/17	85																							

MAINTAIN AND IMPROVE OUR HIGH QUALITY ENVIRONMENT HOW ARE WE DOING?

July 2016 - September 2016:

<p>HOUSEHOLD WASTE</p> <p>37.22%</p> <p>of our household waste, on average, was recycled over the last 12 months</p> 	<p>HOUSEHOLD WASTE</p> <p>62.52%</p> <p>of our household waste was sent to landfill, on average, over the last 12 months</p>	<p>HOUSEHOLD WASTE</p> <p>0.27%</p> <p>of our household waste required 'other' treatment, on average, over the last 12 months</p>	<p>ROAD SAFETY</p> <p>Q3 data not yet available</p> <p>people were killed on our roads in Q2 2016</p> 	<p>ROAD SAFETY</p> <p>Q3 data not yet available</p> <p>people were seriously injured on our roads in Q2 2016</p> 
SB Q3 2015 36.91%	SB Q3 2015 62.82%	SB Q3 2015 0.28%	SB Q2 2015 3	SB Q2 2015 16

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waste · spend to save · low carbon · waste · spend to save · low carbon · waste · spend to save

Our performance during Q3 2016

COMMUNITY RECYCLING CENTRES

56.46%

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

(up from 50.65% at Q3 2015)

Drivewise Borders

Nationally, novice drivers constitute the highest risk group on UK roads. Drivers in the 17 - 24 age range are likely to have a 1 in 5 probability of a collision in the first 12 months on the road. A further 20% of serious injury or fatal road collisions are caused by drivers over 65.

Drivewise Borders is a partnership scheme funded by Transport Scotland and aims to reduce accidents and promote road safety through three schemes.

- An off road environment has been identified for under 17s and is intended to develop road skills, such as hazard perception, positive attitudes and behaviours;
- for 17 - 25 year olds practice and theory training is given in aspects of advanced driving; and
- Over 65s can participate in a bespoke theory session and refresh their skills with a qualified driving instructor.

Information on how to access these courses will be made available April 2017.



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)	<p>CP05-P001cP How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <caption>Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015</td> <td>36.91</td> </tr> <tr> <td>Q4 2015</td> <td>37.51</td> </tr> <tr> <td>Q1 2016</td> <td>38.03</td> </tr> <tr> <td>Q2 2016</td> <td>37.53</td> </tr> <tr> <td>Q3 2016</td> <td>37.22</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015	36.91	Q4 2015	37.51	Q1 2016	38.03	Q2 2016	37.53	Q3 2016	37.22	37.22	<p>Observations: The annual rolling average recycling, landfill and "other" treatment rates continue to fluctuate only slightly from quarter to quarter and compare well when looked at against other rural local authorities similar to us (see red line on graph). SBC is currently reviewing its longer term Waste management plan to ensure than our approach is sustainable and fit for the purpose, responding to both national legislation and local need.</p>			Ross Sharp-Dent
Quarter	Value (%)																	
Q3 2015	36.91																	
Q4 2015	37.51																	
Q1 2016	38.03																	
Q2 2016	37.53																	
Q3 2016	37.22																	
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ub	<p>CP05-P001dP How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <caption>Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015</td> <td>62.82</td> </tr> <tr> <td>Q4 2015</td> <td>62.22</td> </tr> <tr> <td>Q1 2016</td> <td>61.70</td> </tr> <tr> <td>Q2 2016</td> <td>62.20</td> </tr> <tr> <td>Q3 2016</td> <td>62.52</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015	62.82	Q4 2015	62.22	Q1 2016	61.70	Q2 2016	62.20	Q3 2016	62.52	62.52			Ross Sharp-Dent	
Quarter	Value (%)																	
Q3 2015	62.82																	
Q4 2015	62.22																	
Q1 2016	61.70																	
Q2 2016	62.20																	
Q3 2016	62.52																	
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62uc	<p>CP05-P001eP How much of our household waste requires other treatment (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <caption>Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015</td> <td>0.28</td> </tr> <tr> <td>Q4 2015</td> <td>0.27</td> </tr> <tr> <td>Q1 2016</td> <td>0.27</td> </tr> <tr> <td>Q2 2016</td> <td>0.27</td> </tr> <tr> <td>Q3 2016</td> <td>0.27</td> </tr> </tbody> </table>	Quarter	Value (%)	Q3 2015	0.28	Q4 2015	0.27	Q1 2016	0.27	Q2 2016	0.27	Q3 2016	0.27	0.27			Ross Sharp-Dent	
Quarter	Value (%)																	
Q3 2015	0.28																	
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Q3 2016	0.27																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave) CP05-P63	<p>CP05-P001fP How much of our waste do we recycle at Community Recycling Centres?</p> <table border="1"> <caption>Recycling Rates Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015</td> <td>50.65</td> </tr> <tr> <td>Q3 2015</td> <td>51.06</td> </tr> <tr> <td>Q4 2015</td> <td>52.41</td> </tr> <tr> <td>Q1 2016</td> <td>54.74</td> </tr> <tr> <td>Q2 2016</td> <td>56.46</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2 2015	50.65	Q3 2015	51.06	Q4 2015	52.41	Q1 2016	54.74	Q2 2016	56.46	56.46	<p>Observations: Encouragingly, recycling rates at our Community Recycling Rates are slowly increasing. Work is ongoing within each centre to ensure that materials are sorted and measured accurately.</p>			Ross Sharp-Dent
Quarter	Value (%)																	
Q2 2015	50.65																	
Q3 2015	51.06																	
Q4 2015	52.41																	
Q1 2016	54.74																	
Q2 2016	56.46																	
<p>Pages 5-9</p> <p>Number of people killed on Border Roads</p>	<p>CP05-P001aP How many people are killed on our roads?</p> <table border="1"> <caption>Number of people killed on roads Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016</td> <td>7</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2015	3	Q3 2015	2	Q4 2015	1	Q1 2016	2	Q2 2016	7	Q3 not available	<p>Observations: Q3 Data has not currently been made available by Police Scotland.</p>			Colin Ovens
Quarter	Value																	
Q2 2015	3																	
Q3 2015	2																	
Q4 2015	1																	
Q1 2016	2																	
Q2 2016	7																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of people seriously injured on Border Roads	<p>CP05-P001bP How many people are seriously injured on our roads?</p> <table border="1"> <caption>Data for CP05-P001bP</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016</td> <td>21</td> </tr> </tbody> </table> <p>Q3 not available</p>	Quarter	Value	Q2-2015	16	Q3-2015	24	Q4-2015	17	Q1-2016	12	Q2-2016	21	Q3 not available				Colin Ovens
Quarter	Value																	
Q2-2015	16																	
Q3-2015	24																	
Q4-2015	17																	
Q1-2016	12																	
Q2-2016	21																	

DEVELOP OUR WORKFORCE HOW ARE WE DOING?

SBC Modern Apprentices 2016/17



The Modern Apprentice

The MA scheme has provided me the invaluable experience of what it is like to work with colleagues in a real workplace, as well as learning and working towards a qualification. I really feel as part of my team, as opposed to working for the team. The support I get from the team means that I feel encouraged and supported in the work that I do. As an MA within the organisation I have been able to earn while I learn skills and knowledge that I can use to progress my career.

The Line Manager

Although I was apprehensive at first, I can honestly say that I am an advocate of the Work Opportunities Scheme and the benefits that it brings to both the individual and the organisation. The Communities and Partnership's team employed a Modern Apprentice in August 2016 and the whole team has benefited from his enthusiasm, refreshing outlook, point of view and skills that he has brought to the team.

Seeing things from the perspective of a young person has added value to our work and we are learning as much from him.

I think in that order for the experience to be a good one, for both parties, the work given to the MA has to be both worthwhile and stimulating. Not only has our MA been

contributing to the work of the team but he has shown a real flair for using different types of media to promote what we do and why we do it. He is very much a full team member, and not seen as a junior, and I think that is important for the scheme to be successful.



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

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Our performance during Q3 2016/17



SBC ABSENCE RATE

3.8%

of **working days were lost**, on average, **due to absence** as of Dec 2016

(down from 4.1% in Q3 15/16)

WORK OPPORTUNITIES

52

work opportunities are being supported by SBC through our **"Work Opportunities Policy"** as of Q3 2016/17

(down from 65 in Q3 15/16)



E-LEARNING COMPLETIONS

2,091

e-learning completions were achieved using our **in-house e-learning tool, SBLearn**, in Q3 2016/17

(down from 8,104 in Q3 15/16)

APPRENTICESHIPS

36

apprentices are **employed with SBC** as of Q3 2016/17

(down from 40 in Q3 15/16)

APPRENTICESHIPS

67% male 33% female **across various departments** such as Human Resources, Engineering, Finance

SBC STAFF BENEFIT SCHEME

40.76%

of **employees** have registered their discount card on the **Employee Benefit Scheme website** since December 2015

57

applications have been **approved** for the **Car Salary Sacrifice Scheme** since December 2015

686

applications have been **approved** for the **Technology Salary Sacrifice Scheme** since December 2015



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-P14P What % of working days are lost due to absence?</p> <table border="1"> <caption>CP06-P14P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>4.1%</td> </tr> <tr> <td>Q4 2015/16</td> <td>4.1%</td> </tr> <tr> <td>Q1 2016/17</td> <td>4.1%</td> </tr> <tr> <td>Q2 2016/17</td> <td>4.2%</td> </tr> <tr> <td>Q3 2016/17</td> <td>3.8%</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 (%)	Q3 2015/16	4.1%	Q4 2015/16	4.1%	Q1 2016/17	4.1%	Q2 2016/17	4.2%	Q3 2016/17	3.8%	3.80%	<p>How are we performing: The % of working days that are lost due to absence fell to 3.8% this quarter from 4.2% in Q2 and now sits below the 4% target for the first time since Q3 2014/15;</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
Quarter	Value (%)																	
Q3 2015/16	4.1%																	
Q4 2015/16	4.1%																	
Q1 2016/17	4.1%																	
Q2 2016/17	4.2%																	
Q3 2016/17	3.8%																	
Page 56 Number of e-learning completions – All Departments	<p>CP06-P07 Number of e-learning completions - All Depts</p> <table border="1"> <caption>CP06-P07 Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>8,000</td> </tr> <tr> <td>Q4 2015/16</td> <td>3,500</td> </tr> <tr> <td>Q1 2016/17</td> <td>4,000</td> </tr> <tr> <td>Q2 2016/17</td> <td>10,000</td> </tr> <tr> <td>Q3 2016/17</td> <td>2,000</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q3 2015/16	8,000	Q4 2015/16	3,500	Q1 2016/17	4,000	Q2 2016/17	10,000	Q3 2016/17	2,000	2091	<p>How are we performing: During Q3 2016/17 there were 2,091 e-learning completions, which shows a significant drop compared to last quarter. This drop is due to the majority of mandatory e-learning modules being completed in Q2, leaving less modules to be completed during Q3.</p> <p>Actions we are taking to improve/maintain performance: PC users continue to receive “pop ups” about any mandatory training when logging on to their computer. This is so we can work towards 100% of PC users completing mandatory modules. The introduction of the Councils’ new procurement, finance and HR system (Business World) in April 2017 will see SB Learn being used for some of the training required for the new system.</p>			Clair Hepburn
Quarter	Value																	
Q3 2015/16	8,000																	
Q4 2015/16	3,500																	
Q1 2016/17	4,000																	
Q2 2016/17	10,000																	
Q3 2016/17	2,000																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>31%</td> </tr> <tr> <td>Q4-2015/16</td> <td>33%</td> </tr> <tr> <td>Q1-2016/17</td> <td>35%</td> </tr> <tr> <td>Q2-2016/17</td> <td>40.76%</td> </tr> <tr> <td>Q3-2016/17</td> <td>45.25%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3-2015/16	31%	Q4-2015/16	33%	Q1-2016/17	35%	Q2-2016/17	40.76%	Q3-2016/17	45.25%	40.76%	<p>Observations: Registration to our employee benefit scheme continues to grow with 45.25% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website representing a very positive 4.5% increase since Q2. 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 – 64 applications approved (up from 57 in Q2 16/17). • Technology Salary Sacrifice Scheme – 557 applications approved since inception (up from 375 in Q2 16/17) 			Ian Angus
Quarter	Percentage																	
Q3-2015/16	31%																	
Q4-2015/16	33%																	
Q1-2016/17	35%																	
Q2-2016/17	40.76%																	
Q3-2016/17	45.25%																	
CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	<p>CP06-P45P How many people do we currently employ through our Work Opportunities Scheme? (CP06-P45P)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of People</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>51</td> </tr> <tr> <td>Q3-2016/17</td> <td>52</td> </tr> </tbody> </table>	Quarter	Number of People	Q3-2015/16	56	Q4-2015/16	56	Q1-2016/17	59	Q2-2016/17	51	Q3-2016/17	52	52	<p>Observations: There are currently 52 opportunities being provided within SBC through the Work Opportunities Policy.</p> <p>(Note that the total of 52 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 People																	
Q3-2015/16	56																	
Q4-2015/16	56																	
Q1-2016/17	59																	
Q2-2016/17	51																	
Q3-2016/17	52																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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>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> <tr> <td>Q2 2016/17</td> <td>1</td> <td>7</td> <td>36</td> </tr> <tr> <td>Q3 2016/17</td> <td>0</td> <td>10</td> <td>36</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q3 2015/16	0	7	40	Q4 2015/16	0	10	37	Q1 2016/17	1	9	42	Q2 2016/17	1	7	36	Q3 2016/17	0	10	36	0	Observations: 2 individuals have benefited from an Employability Fund work placement within SBC this year. Other Employability Fund placements are delivered externally within large and small businesses throughout the Scottish Borders.			Cathie Fancy												
Quarter		CP06-P31P	CP06-P32P	CP06-P37P																																						
Q3 2015/16		0	7	40																																						
Q4 2015/16		0	10	37																																						
Q1 2016/17	1	9	42																																							
Q2 2016/17	1	7	36																																							
Q3 2016/17	0	10	36																																							
CP06-P32 Work Opportunities Scheme - Current Student Placements	10	Observations: Students continue to look for work experience within SBC during the summer break and throughout the year as part of their studies. SBC have assisted in supporting 26 students this year and are currently trying to identify SBC departments who can accommodate students.			Cathie Fancy																																					
CP06-P37 Work Opportunities Scheme - Current Modern Apprentices employed within SBC	36	Observations: There are currently 24 male and 12 female apprentices employed by SBC.			Cathie Fancy																																					
CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities	<table border="1"> <caption>CP06-P44P How many other work opportunities do we currently have? (CP06-P44P)</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (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>Q3 2015/16</td> <td>3</td> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q4 2015/16</td> <td>3</td> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q2 2016/17</td> <td>1</td> <td>1</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q3 2016/17</td> <td>0</td> <td>0</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q3 2015/16	3	3				Q4 2015/16	3	3				Q1 2016/17	1	1				Q2 2016/17	1	1				Q3 2016/17	0	0				0	Observations: There has been little demand for short work experience and job taster placements through the Work Opportunities Scheme within SBC.	n/a		Cathie Fancy
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																					
Q3 2015/16	3	3																																								
Q4 2015/16	3	3																																								
Q1 2016/17	1	1																																								
Q2 2016/17	1	1																																								
Q3 2016/17	0	0																																								

DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

October 2016 - December 2016:

CAPITAL RECEIPTS £481,516 was received from selling our fixed assets such as buildings in Q3 2016/17	OCCUPANCY RATES 89% of industrial and commercial properties owned by the council were occupied as of June to December 2016	Asset Transfer Legislation On 23rd January legislation under Part 5 of the Community Empowerment (Scotland) Act 2016 came into force meaning community groups that meet certain criteria can request to buy, lease or use any land or buildings owned by Scottish Borders Council, NHS Borders or Police Scotland. Each public authority is required to publish a register of all their assets. For ease of use the asset register for Scottish Borders Council has been split into five areas (Berwickshire, Cheviot, Eildon, Teviot & Liddesdale and Tweeddale). There is a history of successful asset transfers in the Borders with successful community groups in Chirnside, Melrose and Coldingham among those that have bought, or are leasing property, from the Council. More information, including the assets registers are available at www.scotborders.gov.uk/assettransfer
SB Q3 2015/16 £433,489	SB Q3 2015/16 93%	

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

Our performance during Q3 2016/17

COUNCIL PROPERTIES 21 properties are no longer required 7 properties are advertised for sale 10 properties are currently under offer http://www.scotborders.gov.uk/sale_lets	COUNCIL TAX 82.72% of Council Tax due was collected in Q3 2016/17 (down from 83.46% in Q3 15/16) CAPITAL PROJECTS 99 number of projects ongoing across the council of which 95 are on target 4 are slightly behind target 0 is not on target	ENERGY CONSUMPTION* Q3 16/17 we used 2,670,976 kilowatt hours of electricity at a cost of £0.312m (up from 2,639,327 in Q3 15/16) (up from £0.299m in Q3 15/16)	ENERGY CONSUMPTION* Q3 16/17 we used 4,059,455 kilowatt hours of gas at a cost of £0.083m (up from 3,867,106 in Q3 15/16) (down from £0.106m in Q3 15/16)
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*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-P001aP How much Council Tax is collected in a particular year?</p>	82.72%	<p>How are we performing: Collection is 0.96% down on 2016/17 target.</p> <p>Actions we are taking to improve/maintain performance: Customer Services continue to analyse the payment profile and are confident that the end of year figures will be equivalent to 2015/16. Staff are monitoring the situation closely and work is ongoing to meet the expected target.</p> <p>With customers now able to pay over 12 months (instead of 10), and Council Tax increasing next year, targets for 2017/18 will be revised to reflect this change in payment profile for council tax , which is a hugely important source of income for the ongoing provision of high quality services</p>			Jenni Craig
Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001bP What % of industrial & commercial properties, owned by the Council, are occupied?</p>	89%	<p>Observations: Occupancy rates increased from last quarter with 9 new leases being made lifting the occupancy rate above target to 89%.</p> <p>A breakdown by locality is shown below to give a better understanding of where the availability is.</p> <ul style="list-style-type: none"> • Berwickshire: 79.7% (12 units currently vacant at Meeks Yard, Eyemouth) • Cheviot: 92.9% (Premises under offer, awaiting change of use application being approved) • Eildon: 93.1% • Teviot & Liddesdale: 81.3% (two premises currently under offer, waiting to agree a date of entry) • Tweddale: 96.7% 			Bryan McGrath

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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-P001cP How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)</p> <table border="1"> <caption>Capital Receipts Generated (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>493,489.00</td> </tr> <tr> <td>Q4 2015/16</td> <td>847,711.00</td> </tr> <tr> <td>Q1 2016/17</td> <td>140,300.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>173,000.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>481,516.00</td> </tr> </tbody> </table>	Quarter	Value (£)	Q3 2015/16	493,489.00	Q4 2015/16	847,711.00	Q1 2016/17	140,300.00	Q2 2016/17	173,000.00	Q3 2016/17	481,516.00	£481,516.00	<p>How are we performing: A total of four properties have been sold over the reporting period resulting in additional receipts generated for the third quarter of £308,516.</p> <p>Actions we are taking to improve/maintain performance: We continue to review the market with our selling agents to ensure surplus assets are marketed extensively. Our Solicitors continue to pursue conclusions to properties under offer.</p>			Neil Hastie												
Quarter	Value (£)																													
Q3 2015/16	493,489.00																													
Q4 2015/16	847,711.00																													
Q1 2016/17	140,300.00																													
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Total no. of properties surplus to requirements (CP07-P23)	<p>Executive - Properties no longer required</p> <table border="1"> <caption>Executive - Properties no longer required</caption> <thead> <tr> <th>Quarter</th> <th>CP07-P001dP</th> <th>CP07-P001eP</th> <th>CP07-P001fP</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>28</td> <td>21</td> <td>11</td> </tr> <tr> <td>Q4 2015/16</td> <td>26</td> <td>7</td> <td>12</td> </tr> <tr> <td>Q1 2016/17</td> <td>26</td> <td>7</td> <td>14</td> </tr> <tr> <td>Q2 2016/17</td> <td>26</td> <td>8</td> <td>14</td> </tr> <tr> <td>Q3 2016/17</td> <td>21</td> <td>7</td> <td>10</td> </tr> </tbody> </table>	Quarter	CP07-P001dP	CP07-P001eP	CP07-P001fP	Q3 2015/16	28	21	11	Q4 2015/16	26	7	12	Q1 2016/17	26	7	14	Q2 2016/17	26	8	14	Q3 2016/17	21	7	10	21	<p>How are we performing: Four properties are surplus subject to title checks. Seven properties are currently being marketed. A further ten properties are under offer, three to Community Groups. Settlement dates have been set for three of these in the next reporting period which should generate receipts to meet the 2016/17 forecast target.</p> <p>Actions we are taking to improve/maintain performance: Two properties are currently in the process of being declared surplus with a view to marketing in the very near future. A further two are being prepared for the market. In addition the rationalisation of the estate will also add to potential further properties being declared surplus and brought to the market.</p>	n/a		Neil Hastie
Quarter		CP07-P001dP	CP07-P001eP	CP07-P001fP																										
Q3 2015/16		28	21	11																										
Q4 2015/16	26	7	12																											
Q1 2016/17	26	7	14																											
Q2 2016/17	26	8	14																											
Q3 2016/17	21	7	10																											
Total no. of properties actively being marketed (CP07-P24)	7	n/a																												
Total no. of properties under offer (CP07-P25)	10	n/a																												

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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-P001gP How much electricity in kilowatt hours does the Council use? - Quarterly</p> <table border="1"> <caption>Electricity Consumption (KWh) - Quarterly</caption> <thead> <tr> <th>Quarter</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~2,100,000</td> <td>~2,000,000</td> <td>~2,000,000</td> </tr> <tr> <td>Q2</td> <td>~1,600,000</td> <td>~1,550,000</td> <td>~1,400,000</td> </tr> <tr> <td>Q3</td> <td>~2,100,000</td> <td>~2,000,000</td> <td>~2,000,000</td> </tr> <tr> <td>Q4</td> <td>~3,500,000</td> <td>~3,200,000</td> <td>~2,700,000</td> </tr> </tbody> </table>	Quarter	2014/15	2015/16	2016/17	Q1	~2,100,000	~2,000,000	~2,000,000	Q2	~1,600,000	~1,550,000	~1,400,000	Q3	~2,100,000	~2,000,000	~2,000,000	Q4	~3,500,000	~3,200,000	~2,700,000	2,670,976	<p>Observations: Q3 was significantly cooler than the previous year, and when reviewing Degree Day Data Q3 16/17 was found to be over 17% cooler than Q3 15/16. When comparing Q3 15/16 to 16/17, an increase in both gas and electricity consumption has been experienced. Electricity consumption rose by around 1% and gas consumption rose by around 5%. Due to a lower unit price for Gas when compared to the same period last year despite consumption increasing, costs have actually reduced by a little under 3%.</p>			Martin Joyce
Quarter	2014/15	2015/16	2016/17																							
Q1	~2,100,000	~2,000,000	~2,000,000																							
Q2	~1,600,000	~1,550,000	~1,400,000																							
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Q4	~3,500,000	~3,200,000	~2,700,000																							
Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001hP How much does the Council spend on electricity? - Quarterly</p> <table border="1"> <caption>Electricity Consumption Cost (£) - Quarterly</caption> <thead> <tr> <th>Quarter</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~£230,000</td> <td>~£230,000</td> <td>~£220,000</td> </tr> <tr> <td>Q2</td> <td>~£180,000</td> <td>~£185,000</td> <td>~£180,000</td> </tr> <tr> <td>Q3</td> <td>~£290,000</td> <td>~£290,000</td> <td>~£310,000</td> </tr> <tr> <td>Q4</td> <td>~£300,000</td> <td>~£290,000</td> <td>~£290,000</td> </tr> </tbody> </table>	Quarter	2014/15	2015/16	2016/17	Q1	~£230,000	~£230,000	~£220,000	Q2	~£180,000	~£185,000	~£180,000	Q3	~£290,000	~£290,000	~£310,000	Q4	~£300,000	~£290,000	~£290,000	£311,939	<p>It is however likely that we are seeing the benefit of the energy efficiency works that have been undertaken prior to this period, given that it has been colder, and expect that these reductions will be evident on an ongoing basis.</p> <p>Cumulatively we are still showing a reduction overall for the first 9 months of 16/17 compared to 15/16 with reductions of :</p> <ul style="list-style-type: none"> • 3% in electricity consumption • 1.5% in gas consumption 			Martin Joyce
Quarter	2014/15	2015/16	2016/17																							
Q1	~£230,000	~£230,000	~£220,000																							
Q2	~£180,000	~£185,000	~£180,000																							
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
Gas Consumption (KWh) – Quarterly	<p>CP07-P001IP How much gas in kilowatt hours does the Council use? - Quarterly</p> <table border="1"> <caption>Gas Consumption (KWh) - Quarterly</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>2,000,000</td> <td>800,000</td> <td>4,300,000</td> <td>6,000,000</td> </tr> <tr> <td>2015/16</td> <td>2,500,000</td> <td>900,000</td> <td>3,900,000</td> <td>5,600,000</td> </tr> <tr> <td>2016/17</td> <td>2,300,000</td> <td>700,000</td> <td>4,100,000</td> <td>4,059,455</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	2,000,000	800,000	4,300,000	6,000,000	2015/16	2,500,000	900,000	3,900,000	5,600,000	2016/17	2,300,000	700,000	4,100,000	4,059,455	4,059,455	<ul style="list-style-type: none"> a little over 6% in associated costs. 			Martin Joyce
Year	Q1	Q2	Q3	Q4																						
2014/15	2,000,000	800,000	4,300,000	6,000,000																						
2015/16	2,500,000	900,000	3,900,000	5,600,000																						
2016/17	2,300,000	700,000	4,100,000	4,059,455																						
Gas Consumption Cost (£) – Quarterly	<p>CP07-P001JP How much does the Council spend on gas? - Quarterly</p> <table border="1"> <caption>Gas Consumption Cost (£) - Quarterly</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>70,000</td> <td>40,000</td> <td>120,000</td> <td>160,000</td> </tr> <tr> <td>2015/16</td> <td>75,000</td> <td>40,000</td> <td>105,000</td> <td>145,000</td> </tr> <tr> <td>2016/17</td> <td>55,000</td> <td>35,000</td> <td>80,000</td> <td>83,412</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	70,000	40,000	120,000	160,000	2015/16	75,000	40,000	105,000	145,000	2016/17	55,000	35,000	80,000	83,412	£83,412				Martin Joyce
Year	Q1	Q2	Q3	Q4																						
2014/15	70,000	40,000	120,000	160,000																						
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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"	<table border="1"> <caption>Executive - Capital Projects</caption> <thead> <tr> <th>Quarter</th> <th>CP07-P001IP (Green)</th> <th>CP07-P001IP (Amber)</th> <th>CP07-P001mP (Red)</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016/17</td> <td>95</td> <td>3</td> <td>0</td> </tr> <tr> <td>Q3 2016/17</td> <td>95</td> <td>4</td> <td>0</td> </tr> </tbody> </table>	Quarter	CP07-P001IP (Green)	CP07-P001IP (Amber)	CP07-P001mP (Red)	Q3 2015/16	107	13	2	Q4 2015/16	108	16	1	Q1 2016/17	99	1	1	Q2 2016/17	95	3	0	Q3 2016/17	95	4	0	95	<p>Observations:</p> <p>Of the 99 capital projects currently being managed by SBC, only 4 have been assessed as Amber in terms of progress being made to deliver the project on time and on budget. These 4 are:</p> <ul style="list-style-type: none"> • Combined Depot Enhancements – a variety of service reviews and service rationalisation aimed at achieving best value has impacted on the programme delivery. Expected delivery now 2017/18. • Telecare – Currently four potential options being explored • Sir Walter Scott Court House – Phase 1 – In order to allow stakeholder engagement on revised proposals project timing moved to 2017/18 • Council IT Projects – Relates to minor IT projects out with the scope of the councils contract with CGI that are due to be taken forward during the next year. 	n/a		Paul Frankland; Steven Renwick
Quarter		CP07-P001IP (Green)	CP07-P001IP (Amber)	CP07-P001mP (Red)																										
Q3 2015/16		107	13	2																										
Q4 2015/16	108	16	1																											
Q1 2016/17	99	1	1																											
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Q3 2016/17	95	4	0																											
Number of Capital Projects where RAG status is "Amber"	4			Paul Frankland; Steven Renwick																										
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ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

October 2016 - December 2016:

CUSTOMER INTERACTIONS 36,848 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q3 2016/17	FREEDOM OF INFORMATION REQUESTS (FOI) 303 requests for information under the Freedom of Information Act were received in Q3 2016/17	COMPLAINTS 130 customer complaints were handled by SBC in Q3 2016/17	SOCIAL WORK SERVICE COMPLAINTS 30 complaints received regarding the Social Work service in Q3 2016/17
SBC Q3 15/16 44,338	SBC Q3 15/16 256	SBC Q3 15/16 123	SB Q3 15/16 11

Learning from Complaints Improving Road Signage

A customer complained after driving a stretch of road near Jedburgh. They were stopped by road operatives laying hot tar and advised that they could not continue their journey and should follow the diversion signs. The customer explained there were no road closed or diversion signs erected with the operative unable to help.

The complaint was investigated and it was found that advance warning signage should have been put in place prior to works commencing.

Further process improvements implemented will ensure that appropriate signage is erected prior to any road works commencing with additional consultation undertaken with local residents and businesses where necessary ahead of planned road works.

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ICT · customer focus · online services · partnership · ICT · customer focus · online services · partnership

Our performance during Q3 2016/17

CUSTOMER INTERACTIONS 13,659 face to face interactions were logged by our Contact Centres during Q3 2016/17	FREEDOM OF INFORMATION 95% of FOI requests were completed on time in Q3 2016/17	COMPLAINTS Our average response times for complaints for Q3 2016/17 were as follows: Stage 1 complaints 3.8 days (up from 3.7 in Q3 15/16)	In Q3 2016/17 we closed: 87.5% of complaints at stage 1 within 5 working days (up from 84.7% in Q3 15/16)
21,657 phone interactions were logged by our Contact Centres in Q3 2016/17	SOCIAL MEDIA The number of engagements during Q3 2016/17. 31,980 17,543	Stage 2 complaints 15.3 days (up from 14.5 in Q3 15/16) Escalated complaints 12.3 days (down from 18.8 in Q3 15/16)	94.7% of complaints at stage 2 within 20 working days (up from 76.9% in Q3 15/16) 66.7% of escalated complaints within 20 working days (figure same as in Q3 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	<p>CP08-P066P How many transactions were logged as handled by Customer Services staff?</p> <table border="1"> <caption>CP08-P066P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>39,450</td> </tr> <tr> <td>Q4-2015/16</td> <td>46,672</td> </tr> <tr> <td>Q1-2016/17</td> <td>46,042</td> </tr> <tr> <td>Q2-2016/17</td> <td>44,665</td> </tr> <tr> <td>Q3-2016/17</td> <td>36,848</td> </tr> </tbody> </table>	Quarter	Value	Q3-2015/16	39,450	Q4-2015/16	46,672	Q1-2016/17	46,042	Q2-2016/17	44,665	Q3-2016/17	36,848	36,848	<p>How we are performing: There has been a decrease in the number of interactions for Quarter 3 by 7817 compared to Quarter 2 and a decrease of 2602 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						
Quarter	Value																							
Q3-2015/16	39,450																							
Q4-2015/16	46,672																							
Q1-2016/17	46,042																							
Q2-2016/17	44,665																							
Q3-2016/17	36,848																							
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Exec - Customer Services Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>16,575</td> <td>26,625</td> </tr> <tr> <td>Q3-2016/17</td> <td>13,659</td> <td>21,657</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q3-2015/16	14,644	23,639	Q4-2015/16	16,709	28,266	Q1-2016/17	16,051	28,603	Q2-2016/17	16,575	26,625	Q3-2016/17	13,659	21,657	13,659	<p>Observations: There has been a decrease of 2,916 in the number of Face-to-Face interactions taken through CRM than the previous quarter.</p> <p>In comparison to quarter 3 of 2015/16 there has been a reduction of 985 Face-to-Face interactions.</p> <p>Work is on-going to move our services on-line</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q3-2015/16	14,644	23,639																						
Q4-2015/16	16,709	28,266																						
Q1-2016/17	16,051	28,603																						
Q2-2016/17	16,575	26,625																						
Q3-2016/17	13,659	21,657																						
Voice interactions (taken through CRM) by Customer Services (CP08-P65)	<table border="1"> <caption>Voice Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <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> <tr> <td>Q2-2016/17</td> <td>16,575</td> <td>26,625</td> </tr> <tr> <td>Q3-2016/17</td> <td>13,659</td> <td>21,657</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q3-2015/16	14,644	23,639	Q4-2015/16	16,709	28,266	Q1-2016/17	16,051	28,603	Q2-2016/17	16,575	26,625	Q3-2016/17	13,659	21,657	21,657	<p>Observations: The number of voice interactions in Quarter 3 has decreased by 1982 over the number taken in Quarter 3 2015/16.</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. We continue to promote the Customer Relationship Management (CRM) system corporately. Work on training new starts and existing staff is on-going. We are also working to channel shift customers to on-line self-service options.</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q3-2015/16	14,644	23,639																						
Q4-2015/16	16,709	28,266																						
Q1-2016/17	16,051	28,603																						
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 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	<p>CP08-P030P How many complaints were received by our Social Work service?</p> <table border="1"> <caption>CP08-P030P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints Received</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016/17</td> <td>10</td> </tr> <tr> <td>Q3 2016/17</td> <td>30</td> </tr> </tbody> </table>	Quarter	Complaints Received	Q3 2015/16	11	Q4 2015/16	20	Q1 2016/17	29	Q2 2016/17	10	Q3 2016/17	30	30	<p>Observations: Increase in the number of complaints received within social work during quarter three. 9 of these complaints are for SB Cares which are being dealt with in accordance with SBC Social Work procedures.</p>			Sylvia Mendham
Quarter	Complaints Received																	
Q3 2015/16	11																	
Q4 2015/16	20																	
Q1 2016/17	29																	
Q2 2016/17	10																	
Q3 2016/17	30																	
Number of Complaints Closed - All (excl. invalid & statutory Social Work)	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table border="1"> <caption>CP08-P010P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints Closed</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>123</td> </tr> <tr> <td>Q4 2015/16</td> <td>145</td> </tr> <tr> <td>Q1 2016/17</td> <td>175</td> </tr> <tr> <td>Q2 2016/17</td> <td>146</td> </tr> <tr> <td>Q3 2016/17</td> <td>130</td> </tr> </tbody> </table>	Quarter	Complaints Closed	Q3 2015/16	123	Q4 2015/16	145	Q1 2016/17	175	Q2 2016/17	146	Q3 2016/17	130	130	<p>Observations: In Q3 the majority of complaints were classified as 'Failure to Deliver Service' at 43%, followed by 'Employee Attitude' at 18% and 'Policy' at 16%.</p>			Les Grant;
Quarter	Complaints Closed																	
Q3 2015/16	123																	
Q4 2015/16	145																	
Q1 2016/17	175																	
Q2 2016/17	146																	
Q3 2016/17	130																	

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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 style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 68</p>	<p>SPSO-04aP How long in working days does it take on average to respond to a complaint at stage one?</p> <table border="1"> <caption>SPSO-04aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <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> <tr> <td>Q2 2016/17</td> <td>3.7</td> </tr> <tr> <td>Q3 2016/17</td> <td>3.8</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q3 2015/16	3.7	Q4 2015/16	4.1	Q1 2016/17	3.6	Q2 2016/17	3.7	Q3 2016/17	3.8	3.8	<p>How are we performing: There has been an increase in the average number of days taken to respond to complaints at stage one for the same quarter last year but are well within target.</p> <p>Average time in working days to respond to complaints at stage one per department:</p> <p>Chief Executive - 2.5 days People - 5.4 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)																	
Q3 2015/16	3.7																	
Q4 2015/16	4.1																	
Q1 2016/17	3.6																	
Q2 2016/17	3.7																	
Q3 2016/17	3.8																	
<p>Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p>	<p>SPSO-04bP How long in working days does it take on average to respond to a complaint at stage two?</p> <table border="1"> <caption>SPSO-04bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>14.8</td> </tr> <tr> <td>Q4 2015/16</td> <td>16.9</td> </tr> <tr> <td>Q1 2016/17</td> <td>15.7</td> </tr> <tr> <td>Q2 2016/17</td> <td>15.1</td> </tr> <tr> <td>Q3 2016/17</td> <td>15.3</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q3 2015/16	14.8	Q4 2015/16	16.9	Q1 2016/17	15.7	Q2 2016/17	15.1	Q3 2016/17	15.3	15.3	<p>How are we performing: Q3 2016/17 There has been an increase in the average number of days taken to respond to complaints at stage two for the same quarter last year but are well within target.</p> <p>Average time in working days to respond to complaints at stage two per department:</p> <p>Chief Executive - 19.4 days People - 13.7 days Place - 15.0 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)																	
Q3 2015/16	14.8																	
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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>SPSO-04cP How long in working days does it take on average to respond to a complain that has been escalated?</p> <table border="1"> <caption>SPSO-04cP Average Response Times</caption> <thead> <tr> <th>Quarter</th> <th>Average Response Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>18</td> </tr> <tr> <td>Q4 2015/16</td> <td>19.7</td> </tr> <tr> <td>Q1 2016/17</td> <td>11</td> </tr> <tr> <td>Q2 2016/17</td> <td>16.5</td> </tr> <tr> <td>Q3 2016/17</td> <td>12.3</td> </tr> </tbody> </table>	Quarter	Average Response Time (Working Days)	Q3 2015/16	18	Q4 2015/16	19.7	Q1 2016/17	11	Q2 2016/17	16.5	Q3 2016/17	12.3	12.3	<p>How are we performing: There were 3 stage two complaints that were escalated, all within the Place department. The average time taken to respond to the customer has decreased compared to the previous quarter.</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 Response Time (Working Days)																	
Q3 2015/16	18																	
Q4 2015/16	19.7																	
Q1 2016/17	11																	
Q2 2016/17	16.5																	
Q3 2016/17	12.3																	
<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>SPSO-05aP How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?</p> <table border="1"> <caption>SPSO-05aP Percentage of Stage One Complaints Closed Within 5 Working Days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>84.7%</td> </tr> <tr> <td>Q4 2015/16</td> <td>85.5%</td> </tr> <tr> <td>Q1 2016/17</td> <td>86.2%</td> </tr> <tr> <td>Q2 2016/17</td> <td>87.7%</td> </tr> <tr> <td>Q3 2016/17</td> <td>87.5%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2015/16	84.7%	Q4 2015/16	85.5%	Q1 2016/17	86.2%	Q2 2016/17	87.7%	Q3 2016/17	87.5%	87.5%	<p>How are we performing: There has been a slight increase of 2.8% 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
Quarter	Percentage																	
Q3 2015/16	84.7%																	
Q4 2015/16	85.5%																	
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Q2 2016/17	87.7%																	
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
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>SPSO-05bP How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?</p> <table border="1"> <caption>SPSO-05bP Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>76.8%</td> </tr> <tr> <td>Q4 2015/16</td> <td>78.6%</td> </tr> <tr> <td>Q1 2016/17</td> <td>89.3%</td> </tr> <tr> <td>Q2 2016/17</td> <td>90.9%</td> </tr> <tr> <td>Q3 2016/17</td> <td>94.7%</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q3 2015/16	76.8%	Q4 2015/16	78.6%	Q1 2016/17	89.3%	Q2 2016/17	90.9%	Q3 2016/17	94.7%	94.7%	<p>How are we performing: There has been an increase of 17.8% 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	Percentage																	
Q3 2015/16	76.8%																	
Q4 2015/16	78.6%																	
Q1 2016/17	89.3%																	
Q2 2016/17	90.9%																	
Q3 2016/17	94.7%																	
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>SPSO-05cP How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?</p> <table border="1"> <caption>SPSO-05cP Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>66.7%</td> </tr> <tr> <td>Q4 2015/16</td> <td>85.7%</td> </tr> <tr> <td>Q1 2016/17</td> <td>50%</td> </tr> <tr> <td>Q2 2016/17</td> <td>83.3%</td> </tr> <tr> <td>Q3 2016/17</td> <td>66.7%</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q3 2015/16	66.7%	Q4 2015/16	85.7%	Q1 2016/17	50%	Q2 2016/17	83.3%	Q3 2016/17	66.7%	66.7%	<p>How are we performing: There were 3 complaints within stage two that were escalated, all were within Place. There was 1 escalated complaint that did not meet the 20 day timeframe.</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	Percentage																	
Q3 2015/16	66.7%																	
Q4 2015/16	85.7%																	
Q1 2016/17	50%																	
Q2 2016/17	83.3%																	
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
FOI Requests Received	<p>CP08-P053P How many requests for information, under the Freedom of Information Act, did we receive?</p> <table border="1"> <caption>FOI Requests Received Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>256</td> </tr> <tr> <td>Q3 2015/16</td> <td>326</td> </tr> <tr> <td>Q1 2016/17</td> <td>250</td> </tr> <tr> <td>Q2 2016/17</td> <td>321</td> </tr> <tr> <td>Q3 2016/17</td> <td>303</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	256	Q3 2015/16	326	Q1 2016/17	250	Q2 2016/17	321	Q3 2016/17	303	303	<p>Observations: The number of Freedom of Information requests made to SBC between October and December (Q3) was slightly lower than Q2 but higher than the same time last year.</p>			Nuala McKinlay
Quarter	Value																	
Q2 2015/16	256																	
Q3 2015/16	326																	
Q1 2016/17	250																	
Q2 2016/17	321																	
Q3 2016/17	303																	
<p>Page 71</p> <p>% of FOI Requests Completed on Time</p>	<p>CP08-P054P What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?</p> <table border="1"> <caption>% of FOI Requests Completed on Time Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>95%</td> </tr> <tr> <td>Q3 2015/16</td> <td>84%</td> </tr> <tr> <td>Q1 2016/17</td> <td>91%</td> </tr> <tr> <td>Q2 2016/17</td> <td>92%</td> </tr> <tr> <td>Q3 2016/17</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	95%	Q3 2015/16	84%	Q1 2016/17	91%	Q2 2016/17	92%	Q3 2016/17	95%	95%	<p>How are we performing: SBC has made good progress this quarter, and steady progress over the longer term. Whilst we strive to reach 100%, many of the requests are very complex, and require information held across a number of departments.</p> <p>Actions we are taking to improve/maintain performance: All staff must undergo training on dealing with FOIs, and the streamlining of processes within departments, as well as the availability of information on SBC's new website, means that we can respond to the majority of FOI requests quickly and efficiently</p>			Nuala McKinlay
Quarter	Value																	
Q2 2015/16	95%																	
Q3 2015/16	84%																	
Q1 2016/17	91%																	
Q2 2016/17	92%																	
Q3 2016/17	95%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Facebook Engagements	<p>CP08-P159 Number of Facebook Engagements</p> <table border="1"> <caption>Facebook Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Engagements</th> </tr> </thead> <tbody> <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>45,000</td> </tr> <tr> <td>Q2-2016/17</td> <td>25,000</td> </tr> <tr> <td>Q3-2016/17</td> <td>32,000</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Engagements	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	45,000	Q2-2016/17	25,000	Q3-2016/17	32,000	31,980	<p>Observations: On Facebook, SBC posts reached an estimated 262,685 people, with 31,980 engaging (liking, commenting, sharing) with posts). The number of Facebook followers has increase this quarter from 12,759 to 13,151.</p>	n/a		Tracey Graham
Quarter	Engagements																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	45,000																	
Q2-2016/17	25,000																	
Q3-2016/17	32,000																	
Number of Twitter Engagements	<p>CP08-P160 Number of Twitter Engagements</p> <table border="1"> <caption>Twitter Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Engagements</th> </tr> </thead> <tbody> <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>27,500</td> </tr> <tr> <td>Q2-2016/17</td> <td>17,500</td> </tr> <tr> <td>Q3-2016/17</td> <td>17,500</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Engagements	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	27,500	Q2-2016/17	17,500	Q3-2016/17	17,500	17,543	<p>Observations: During the quarter, Twitter post links were clicked 17,543 times. The number of followers at the end of Q3 was 9,555 (+284 since end Q2).</p>	n/a		Tracey Graham
Quarter	Engagements																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	27,500																	
Q2-2016/17	17,500																	
Q3-2016/17	17,500																	

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Briefing Note for Executive Committee on 14th February 2017

1. REASON FOR REPORT

- 1.1. To update Executive Committee on progress in implementing the Social Care (Self-directed Support) (Scotland) Act 2013. This is in response to a request from the Executive Committee to detail how we are progressing with the increase in uptake of self-directed support, and the impact on services.

2. BACKGROUND

- 2.1 The Social Care (Self-directed Support) (Scotland) Act 2013 came into force in April 2014. Its aim is to ensure that people eligible for social care support have control and choice over their support arrangements. There are a range of new duties within the Act, and the key ones are:
 - a) As part of the assessment and provision of support there is a duty to have regard to the general principles of involvement, informed choice, collaboration, and participation and dignity;
 - b) To inform people of the options to manage their support i.e. direct payment, individual service fund and/or social work managed;
 - c) To inform people of their budget;
 - d) To promote a variety of providers and a variety of support.
- 2.2 There has been significant work to ensure effective implementation, including a staff training programme, the recruitment of support planners to provide support to teams and a pilot Local Area Coordinator role to provide a preventative role. The Council also introduced a new charging policy in 2014 and new assessment documentation was integrated into Frameworki in November 2015.
- 2.3 There are currently 1187 adult service users (Dec. '16) receiving support through the Act. This is a significant increase from the 377 people who received support through self-directed support last December, and is approximately 50% of current clients. The new assessment process, which supports the duties within the Act, supports social work practitioners to meet their new duties with all new clients and through reviews.

3. CHALLENGES OF SELF-DIRECTED SUPPORT

- 3.1 The Act is in year seven of a ten year national SDS strategy and it is recognised as a large scale transformational change.
- 3.2 Whilst the number of people using SDS will continue to increase the target of all clients receiving support that is self-directed by December 2017 is ambitious.
- 3.3 Some key challenges in meeting the performance target include:
 - a) The market has been challenging for providers with recruitment of staff being difficult, particularly in some areas of the Borders. This makes it more challenging for people to have choice. There are also still some block contracts in place, for example with providers of sheltered housing for housing support. This is a particular challenge in children's services where

there is one main provider of services for children with a disability.
b) New clients are included in the SDS figures as they will use the new assessment process. The outstanding target relates to service users who will move to SDS at review and the timescale for this has depended on an assessment of their priority for review.

4. ACTION TO MEET THE TARGET

- 4.1 Following the recommissioning of care at home providers there has been an increase in the number of providers offering all the SDS options. There is ongoing commissioning with providers to increase user choice and Children and Families services have held a recent event for providers to increase awareness of opportunities within Scottish Borders.
- 4.2 Two new reviewing staff have been appointed to ensure speedy reviews and in the learning disability service providers will assist in this process to prevent delay.
- 4.3 It is understood that Scottish Borders is progressing well nationally in the roll out of SDS. National figures are over a year old so it is not possible to make an accurate up to date comparison but recent comments from the Care Inspectorate/Healthcare improvement Scotland team inspecting older people's services indicate that the Partnership is performing well in relation to the number of people using SDS.

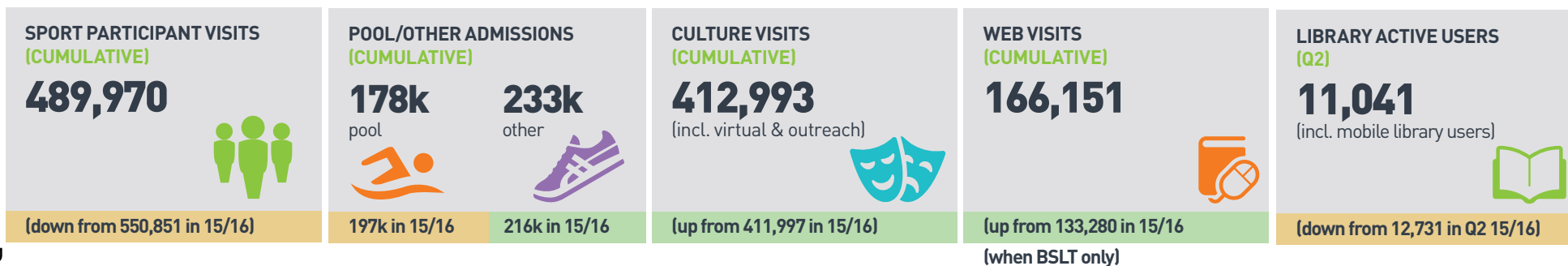
5. SUMMARY

- 5.1 The SDS Board has reviewed the rate of take up of self-directed support. Recognising that the existing target is ambitious, given the transformational change required, it proposes to reprofile the target. It is recommended that the performance target is reprofiled with the expectation that 95% of adult clients are using self-directed support by April 2018. The actions outlined in this report will enable this target to be achieved.

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE THEY DOING?

April 2016 - September 2016 (Q1 and Q2):



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

Financial performance, at end Q2 2016/17



*Grant income needs to be more accurately reflected in the financial reports, as currently only grant expenditure is.

APPENDIX 2

Live Borders Quarterly Performance Report: end Q2, 2016/17

KEY	positive trend	negative trend	little change	on target	just off target	off target	data only
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Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)	<p>CP08-P093a CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)</p>	489,970	550,851	Participation is down by 11% when compared to the same time last year (cumulatively), largely due to closures at Selkirk and Trifitness (for refurbishment). The majority of other centres were showing slight increases. (Q2 = 227,634 made up from 7.5% 0-5 yrs 31% 5-16yrs 49% 17-64yrs 12% 65+			Ewan Jackson
CP08-P93b Live Borders - Admissions - Pool (cumulative)	<p>CP08-P093b CP08-P93b Live Borders - Admissions - Pool (cumulative)</p>	178,488		Given the planned closure at Selkirk, pool admissions are behind where they were at the same time last year (cumulatively) (Q2 = 90,111)			Ewan Jackson

APPENDIX 2

Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By															
		Value	Target																			
CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)	<p>CP08-P93c CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>119,131</td> <td>124,740</td> </tr> <tr> <td>Q2</td> <td>216,454</td> <td>233,250</td> </tr> <tr> <td>Q3</td> <td>286,719</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>441,804</td> <td>-</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Q1	119,131	124,740	Q2	216,454	233,250	Q3	286,719	-	Q4	441,804	-	233,250	0	Non-pool admission are ahead of where they were last year (cumulatively) (Q2 = 108,510)			Ewan Jackson
Quarter	2015/16	2016/17																				
Q1	119,131	124,740																				
Q2	216,454	233,250																				
Q3	286,719	-																				
Q4	441,804	-																				
Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)	<p>CP08-P161 Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>195,867</td> <td>185,550</td> </tr> <tr> <td>Q2</td> <td>411,997</td> <td>412,993</td> </tr> <tr> <td>Q3</td> <td>568,972</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>741,313</td> <td>-</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Q1	195,867	185,550	Q2	411,997	412,993	Q3	568,972	-	Q4	741,313	-	412,993	435,925	A spike in "virtual" library visits in quarter 2 supports the slight increase, with other visits largely comparable with previous years			Ewan Jackson
Quarter	2015/16	2016/17																				
Q1	195,867	185,550																				
Q2	411,997	412,993																				
Q3	568,972	-																				
Q4	741,313	-																				
Live Borders - Web visits (cumulative)	<p>CP08-P163 Live Borders - Web visits (cumulative)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>61,195</td> <td>82,102</td> </tr> <tr> <td>Q2</td> <td>133,280</td> <td>166,151</td> </tr> <tr> <td>Q3</td> <td>192,257</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>276,354</td> <td>-</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Q1	61,195	82,102	Q2	133,280	166,151	Q3	192,257	-	Q4	276,354	-	166,151	1	The positive trend continues. Development of online "What's On" capability is scheduled for the next quarter and will drive further web visits.			Ewan Jackson
Quarter	2015/16	2016/17																				
Q1	61,195	82,102																				
Q2	133,280	166,151																				
Q3	192,257	-																				
Q4	276,354	-																				

APPENDIX 2

Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By												
		Value	Target																
Live Borders - Library Active Users (active members and mobile users)	<p>CP08-P16Z Live Borders - Library Active Users (active members and mobile users)</p> <table border="1"> <caption>Library Active Users Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>12,371</td> </tr> <tr> <td>Q3 2015/16</td> <td>11,287</td> </tr> <tr> <td>Q4 2015/16</td> <td>11,383</td> </tr> <tr> <td>Q1 2016/17</td> <td>10,083</td> </tr> <tr> <td>Q2 2016/17</td> <td>11,041</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red line), Family Group (previous yr) - Av. (orange line), SBC (previous yr) - Av. (yellow line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2 2015/16	12,371	Q3 2015/16	11,287	Q4 2015/16	11,383	Q1 2016/17	10,083	Q2 2016/17	11,041	11,041		An increase in Q2 matches a similar pattern in 2015/16, although active users have decreased over the longer term			Ewan Jackson
Quarter	Value																		
Q2 2015/16	12,371																		
Q3 2015/16	11,287																		
Q4 2015/16	11,383																		
Q1 2016/17	10,083																		
Q2 2016/17	11,041																		
CP08-P95a Live Borders - Total Current Membership (quarters)	<p>CP08-P95a CP08-P95a Live Borders - Total Current Membership (quarters)</p> <table border="1"> <caption>Total Current Membership Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>5,000</td> </tr> <tr> <td>Q3 2015/16</td> <td>5,000</td> </tr> <tr> <td>Q4 2015/16</td> <td>5,000</td> </tr> <tr> <td>Q1 2016/17</td> <td>5,000</td> </tr> <tr> <td>Q2 2016/17</td> <td>5,628</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2 2015/16	5,000	Q3 2015/16	5,000	Q4 2015/16	5,000	Q1 2016/17	5,000	Q2 2016/17	5,628	5,628		<p>Whilst overall sports participation visits are down, there has been an increase in sports membership.</p> <p>Learn2 Swim is up 2% on Q1 and 3% compared to Q2 last year as the number of children in the programme continues to grow following adjustments to the administration of the scheme.</p>			Ewan Jackson
Quarter	Value																		
Q2 2015/16	5,000																		
Q3 2015/16	5,000																		
Q4 2015/16	5,000																		
Q1 2016/17	5,000																		
Q2 2016/17	5,628																		
CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)	<p>CP08-P95b CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)</p> <table border="1"> <caption>Current Swim Borders (L2) Direct Debits Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>3,000</td> </tr> <tr> <td>Q3 2015/16</td> <td>3,000</td> </tr> <tr> <td>Q4 2015/16</td> <td>3,000</td> </tr> <tr> <td>Q1 2016/17</td> <td>3,000</td> </tr> <tr> <td>Q2 2016/17</td> <td>3,005</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2 2015/16	3,000	Q3 2015/16	3,000	Q4 2015/16	3,000	Q1 2016/17	3,000	Q2 2016/17	3,005	3,005		<p>“Active” membership is up 4% on Q1 and up 2% compared to Q2 last year, with further improved performance expected for the remainder of the year following the launch of the One Club membership scheme and the reopening of Selkirk</p>			Ewan Jackson
Quarter	Value																		
Q2 2015/16	3,000																		
Q3 2015/16	3,000																		
Q4 2015/16	3,000																		
Q1 2016/17	3,000																		
Q2 2016/17	3,005																		

APPENDIX 2

Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By												
		Value	Target																
CP08-P95c Live Borders - Current Membership (Other) (quarters)	<p>CP08-P95c CP08-P95c Live Borders - Current Membership (Other) (quarters)</p> <table border="1"> <caption>CP08-P95c Live Borders - Current Membership (Other) (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/16</td> <td>~2,500</td> </tr> <tr> <td>Q3-2016/16</td> <td>~2,600</td> </tr> <tr> <td>Q4-2016/16</td> <td>~2,700</td> </tr> <tr> <td>Q1-2016/17</td> <td>~2,500</td> </tr> <tr> <td>Q2-2016/17</td> <td>2,623</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/16	~2,500	Q3-2016/16	~2,600	Q4-2016/16	~2,700	Q1-2016/17	~2,500	Q2-2016/17	2,623	2,623		See above			Ewan Jackson
Quarter	Value																		
Q2-2016/16	~2,500																		
Q3-2016/16	~2,600																		
Q4-2016/16	~2,700																		
Q1-2016/17	~2,500																		
Q2-2016/17	2,623																		
CP08-P94e Live Borders - Cost/Visit (sport)	<p>CP08-P94e CP08-P94e Live Borders - Cost/Visit (sport)</p> <table border="1"> <caption>CP08-P94e Live Borders - Cost/Visit (sport)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/16</td> <td>~£7.00</td> </tr> <tr> <td>Q3-2016/16</td> <td>~£7.50</td> </tr> <tr> <td>Q4-2016/16</td> <td>~£7.00</td> </tr> <tr> <td>Q1-2016/17</td> <td>~£6.80</td> </tr> <tr> <td>Q2-2016/17</td> <td>£6.94</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/16	~£7.00	Q3-2016/16	~£7.50	Q4-2016/16	~£7.00	Q1-2016/17	~£6.80	Q2-2016/17	£6.94	£6.94		<p>This is a simple measure (Expenditure / Total admissions) as presented to Live Borders Board each quarter.</p> <p>Cost per visit has only increased slightly since Q2, which is a positive position given the closure of Selkirk. The figure is lower than at the same time last year.</p> <p>This figure should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figure for attendances at pools and other indoor sports and leisure facilities (which includes Jedburgh and Duns). (Expenditure + "other costs") / Total admissions</p> <p><u>2015/16 LGBF</u> Scottish Borders = £3.16 Scotland = £2.89</p>			Ewan Jackson
Quarter	Value																		
Q2-2016/16	~£7.00																		
Q3-2016/16	~£7.50																		
Q4-2016/16	~£7.00																		
Q1-2016/17	~£6.80																		
Q2-2016/17	£6.94																		

APPENDIX 2

Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By
		Value	Target				
CP08-P94g Live Borders - Cost/Visit (museums)		£4.11		<p>This is a simple measure (Expenditure / Total admissions) as presented to Live Borders Board each quarter.</p> <p>This figure should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figure for visits to and use of museums (this includes visits, enquiries and outreach, as returned to CIPFA each year).</p> <p><u>2015/16 LGBF</u> Scottish Borders = £5.22 Scotland = £3.07</p>			Ewan Jackson
CP08-P94h Live Borders - Cost/Visit (libraries)		£4.25		<p>This is a simple measure (Expenditure / Total admissions) as presented to Live Borders Board each quarter.</p> <p>This figure should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figure for number of visits to libraries(including web-based library service transaction, satisfying the CIPFA definition).</p> <p><u>2015/16 LGBF</u> Scottish Borders = £4.93 Scotland = £2.58</p>			Ewan Jackson
CP08-P96 Live Borders - Customer Satisfaction				<p>This measure is on hold at the moment- work is ongoing to capture this for Live Borders as a whole, as per report to Live Borders Board on 31 October 2016</p>			Ewan Jackson

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APPENDIX 2

Short Name	Trend Chart	Q2 2016/17		Commentary	Traffic Light Icon	Long Term Trend	Managed By												
		Value	Target																
CP08-P97 Live Borders - Standards Audit	<p>CP08-P097 CP08-P97 Live Borders - Standards Audit</p> <table border="1"> <caption>Standards Audit Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>65</td> </tr> <tr> <td>Q3-2015/16</td> <td>68</td> </tr> <tr> <td>Q4-2015/16</td> <td>70</td> </tr> <tr> <td>Q1-2016/17</td> <td>70</td> </tr> <tr> <td>Q2-2016/17</td> <td>71</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	Q2-2015/16	65	Q3-2015/16	68	Q4-2015/16	70	Q1-2016/17	70	Q2-2016/17	71	71	70	<p>Standards Audit is an internal measure of physical checks of buildings covering condition, cleanliness, and staff presentation for example.</p> <p>Currently the Standards Audits are undertaken in sports facilities only, and there is little change since last quarter. Live Borders continue to strive to improve all facilities</p>			Ewan Jackson
Quarter	Value																		
Q2-2015/16	65																		
Q3-2015/16	68																		
Q4-2015/16	70																		
Q1-2016/17	70																		
Q2-2016/17	71																		
CP08-P98 Live Borders - Energy Consumption	<p>CP08-P098 CP08-P98 Live Borders - Energy Consumption</p> <table border="1"> <caption>Energy Consumption Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>64.14</td> </tr> <tr> <td>Q3-2015/16</td> <td>64.5</td> </tr> <tr> <td>Q4-2015/16</td> <td>64.5</td> </tr> <tr> <td>Q1-2016/17</td> <td>64.5</td> </tr> <tr> <td>Q2-2016/17</td> <td>50.3</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	Q2-2015/16	64.14	Q3-2015/16	64.5	Q4-2015/16	64.5	Q1-2016/17	64.5	Q2-2016/17	50.3	50.3		<p>The amount of energy used (in kWh) per square metre across all the Trust's facilities.</p> <p>The reduction in energy consumption in Quarter 2 reflects closure at Selkirk Leisure Centre.</p>			Ewan Jackson
Quarter	Value																		
Q2-2015/16	64.14																		
Q3-2015/16	64.5																		
Q4-2015/16	64.5																		
Q1-2016/17	64.5																		
Q2-2016/17	50.3																		

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CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

14 FEBRUARY 2017

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 15 November 2016 and sets out planned activity in the reporting period to June 2017.**
- 1.2 This is the eighth quarterly progress report since the Programme was established in February 2015.
- 1.3 On 9 February 2017, the Council also considered a second annual progress report on Corporate Transformation which set out how it will continue to support the delivery of the Council's 8 Priorities, its Financial Strategy and significant service improvements moving forward.
- 1.4 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 (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.
- 1.5 Detailed performance reporting infographics for the following areas of the programme are set out in Appendices 2 to 4:
- (a) Children & Young People Programme
 - (b) Integration of Health & Social Care
 - (c) Workforce Transformation

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.
- 3.2 This report forms the eighth quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since November 2016
 - (b) Planned work in the next reporting period to June 2017
- 3.3 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 (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 areas to highlight within the reporting period include:
- 4.2 Digital Transformation Programme
- (a) We are collaborating with the Scottish Council of Voluntary Organisations and the Future Services Reform group within the Community Planning Partnership (CPP) on a Borders-wide shared approach to tackling Digital exclusion. This will involve a common approach to training staff to be Digital Champions to help customers get online and allow us to jointly co-ordinate the services we offer to get people online. A meeting with CPP will be held in February to discuss in detail.
 - (b) The new Business World project is progressing well against a challenging timeframe thanks to a major effort from SBC staff along with our technology partners CGI and Agilisys. This introduces significant changes to the way we work internally, introducing self-service for all staff on a wide range of business processes. The new system is being tested to ensure everything runs smoothly when we go live in April. Alongside this, we are planning how we train and communicate to staff on the changed ways of working and the impacts on staffing within the Council.
 - (c) The creation of our new customer portal has been delayed to later in the year. This is due to serious technical issues with the solution that were uncovered during set-up of the system. CGI are re-planning the project.
 - (d) Projects have started to further rationalise our printers, introduce new bulk printing facilities, introduce further flexible broadband facilities in our High Schools, replace our Health and Safety system and to migrate the Council to Microsoft Office 365.

- (e) Two positive, well-attended meetings of the new Borders Digital Forum were held towards the end of 2016 chaired by Calum Kerr MP. The Forum has reviewed the current issues and has moved on to look for solutions and areas where they can add value.
- (f) We continue to work with the Scottish Government, OFCOM and other national bodies to push to improve broadband and mobile coverage in the Scottish Borders. There has been a focus on adding commercial services and maximising coverage of the new emergency mobile network being introduced.
- (g)
 - (i) Draft objectives for the Digital Transformation Programme have been developed. These are as follows:-
 - (ii) Achieve efficiency savings as agreed in the financial plan by using digital ways of working to deliver radically more efficient, simpler and easier to access services inside and outside the organisation. (over next three years)
 - (iii) Build our processes around the customer experience with customers involved in the design at the start (over next three years)
 - (iv) Intelligently collect data and use this data to gain insight, take action and make better decisions (over next three years)
 - (v) Build the culture, skills and leadership within SBC to allow us to take advantage of digital ways of working to meet our corporate objectives (over next three years)
 - (vi) Work with partner organisations to ensure the Scottish Borders has the infrastructure and skills required for the Digital Age (over next five years)
 - (vii) Actively help customers to embrace Digital services for their broader benefit if they are able and ensure no-one is excluded from our services by focusing our resources on those in most need while those who are able utilise self-service (over next three years)

4.3 Borders Railway Blueprint

Partners continue to deliver 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. Some general points of progress are summarised below:

- (a) Final approval of investment of £6.7m in the Tapestry Visitor Centre Project at Galashiels in December 2016.
- (b) Launch of the industry led Midlothian & Borders Tourism Action Group 'Destination Development Project' in January 2017, investing £350,000 Blueprint in the development of new tourism products and services in collaboration across Scottish Borders and Midlothian.

- (c) Opening of the Blueprint funded ScotRail 'Tweedbank Customer Hub' managed by local business Born in the Borders.

4.4 Adult Services

A number of initiatives within Adult Services have been progressed to ensure continued service provision together with the delivery of significant financial savings. In addition, the Social Care Fund (SCF) has been utilised to help mitigate service pressures resulting from the introduction of the living wage/demographics and the Integrated care Fund (ICF) has been utilised to drive service change in areas such as transitional care and reablement.

4.5 Children and Young People

- (a) The new additional needs school in Earlston is nearing completion and is due to open from February 2017. Once the school opens, the spectrum units at St.Ronan's and Wilton will be discontinued. A statutory consultation process is complete for these proposals, subject to final clearance by Scottish Government. A Consultation Response Report was presented to Council on 22nd December. The naming of the new school in Earlston has also been subject to informal consultation and the result was reported to Executive on 17th January 2017.
- (b) Proposal Papers for Mothballed schools are nearing completion with a view to statutory consultation commencing late January 2017.
- (c) A decision to align the timescale for implementation of the Business Support Review in Schools with Business World was taken in this period. This review is now encompassed into the Digital Transformation programme and progress will be reported through this programme. A briefing note was sent out to all school staff informing them of this change.

4.6 Localities Programme

- (a) The full impact of the Community Empowerment (Scotland) Act 2015 is now fully understood, and takes a new direction than that previously developed locally through the initial Cheviot pilot. There is now a wider programme of work to be undertaken under the Act building on a very focus on community planning which will include:
 - (i) Local Outcomes Improvement Plan (LOIP) which outlines local priorities, reducing inequalities and improvements for communities across the Scottish Borders by 1 October 2017
 - (ii) 5 Locality Plans which cover our smaller areas and are more detailed to reflect local needs by 1 October 2017
 - (iii) Updated Asset Transfer arrangements in place and operational as of 23 January 2017
 - (iv) Participation Request Process

- (b) In order to reflect this wider programme of work, the Localities Programme will now be known as Empowering Our Communities. Progress will be reported through Corporate Transformation and quarterly Executive Performance Reports under Corporate Priority 4 "Building the capacity and resilience of our communities and voluntary Sector".

4.7 Integration of Health & Social Care

- (a) The new Integration Joint Board which became operational from April 2016 has established locality working groups in each of the 5 H&SCP Localities, with work progressing to develop co-located integrated teams.
- (b) The annual performance report for integration will be published by 31 July 2017.

4.8 Property and Assets

- (a) An initial review of the Council's estate has been completed and options for rationalisation have been identified. Schedules will be developed in the next quarter to look at the timescales for vacating properties and realising savings within the coming financial year. Work will continue to identify further opportunities for property rationalisation in future years.
- (b) In line with the Community Empowerment Act, community engagement events were held with Community Planning Partners in the Cheviot Locality in both Kelso and Jedburgh to look at how well our properties are being used and to begin a process of developing locality property plans. Further engagement events are being planned across the five localities in February and March 2017 and early summer with a view to developing initial locality property plans for each locality by late summer. The property plans will form part of the wider Locality Plans being developed through the Localities Programme (see 4.6 above).

4.9 Workforce Transformation

- (a) **People Plans**
The first round, stage 1, of the People Planning process has been completed and work is focussing on integration the People Plans with the 2017/18 Financial Planning process.
- (b) **Change Management**
Change management training has been introduced to support the volume of change across the organisation. Introduction to Change Leadership & Management sessions were organised for all senior managers and further in-depth change management training for all levels of the organisation has also been developed to build on these introductory sessions.

- (c) Business Travel
A new Business Travel policy has been introduced to support efforts to drive down both the amount and cost of business travel. Business travel budgets were reduced by 20% in 2016/17 as part of this drive and a Corporate Purchase scheme for Rail tickets was introduced providing discounted rail travel to offer cheaper alternatives for Business Travel. Options for providing a fleet of pool cars are also being developed.
- (d) Staff Benefits Scheme
The Staff Benefits scheme continues to be rolled-out with just over 45% take-up in terms of cards registered. National government has made changes that restrict what can be salary-sacrificed which may affect future take -up.

4.10 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 4 and focus on:

- (a) Children & Young People Programme
- (b) Integration of Health & Social Care
- (c) Workforce Transformation

5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 5.1 Work continues as part of the Communications Strategy for the Corporate Transformation programme to ensure information is shared effectively with key stakeholders. Council staff continue to be the main focus as they are key to driving forward positive change across the Council.
- 5.2 As a result of this, the focus of the Communications Strategy is to ensure Senior Managers, supported by the Corporate Management Team (CMT) are provided with accurate, regular information and have access to essential communications tools to keep their staff updated. This in turn is allowing important information to reach the wider staff group more effectively.
- 5.3 As part of this, monthly Corporate Briefings (which were introduced in August 2016) continue to be a key source of information for Senior Managers about the Corporate Transformation programme. In addition, materials continue to be uploaded to a central online Office 365 area for Senior Managers to use in their team meetings, 1:1s etc. This includes Powerpoint slides; movies; briefing notes and discussion prompts. Senior Managers continue to supply feedback on the effectiveness of the briefings and materials provided.
- 5.4 To further support Senior Managers with communicating with their staff, three more events have successfully taken place since the last reporting period. This has included a staff Drop-in Day in November at Council HQ which also raised funds for Children in Need; and two events at Eildon Mill on 10 and 30 January. These followed the previous event at Eildon Mill in June and the Headteacher event in October.

- 5.5 The events continue to receive positive feedback in terms of bringing Senior Managers together to equip them with the knowledge and information to support change across the organisation. It also provides them with the vital opportunity to give their feedback.
- 5.6 The internal communications work continues to be supported by regular updates in the staff magazine SBScene, staff intranet and fortnightly SB Update.
- 5.7 In addition to internal communication activities, the Corporate Communications team continues to support Communications Plans for all the Corporate Transformation projects. A Communications Tracker is held centrally and reviewed regularly to ensure all communications activity is planned and co-ordinated effectively.
- 5.8 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 Risk 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
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James Lamb	Portfolio Manager - 01835 825392

Background Papers: Nil

Previous Minute Reference: Scottish Borders Council, 11th February 2016.

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.


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Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Updated: 07/02/2017

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
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Priority 3: Provide high quality support, care and protection

Adult Services		Elaine Torrance
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Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
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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
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Priority 7: Develop our assets and resources

Property & Assets Programme		Martin Joyce
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Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Digital Transformation		Rob Dickson / Jenni Craig
Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Elaine Torrance

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 January 2017

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"> • Final approval of Tapestry Visitor Centre project • Launch of Midlothian & Borders Tourism Action Group "Destination Development Project" • Opening of Tweedbank Retail Hub • Agreement of Feasibility Study for line extension 	<ul style="list-style-type: none"> • Completion of Year 1 Passenger Research project • Completion of Year 2 UK & International Visitor Marketing project • Implementation of BIDS Corridor project • Completion of Hotel Prospectus inward investment project • Completion of Business Incubator feasibility study
Brian Frater / Timothy 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 the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Continuation of the Strategic Transport Board work stream (meets 6 times/year) • Completed feasibility study for Car Clubs • Scottish Transport Award winning project 2016 (accessibility) 	<ul style="list-style-type: none"> • Consultants are being employed to carry out a strategic review of the Council's passenger transport services including home to school, social work, subsidised bus services and community transport. It is anticipated that this review will be completed within 4 months • On-going work with partners to procure transport via a central framework • Continuation of the Community Transport Hub


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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 – The Review has been aligned to the timescale for the implementation of Business World and becomes part of the Digital Transformation Programme. School Staff have been informed of this change through a briefing note which was sent to them before the Christmas break. • Redesign of Children & Families Social Work Service – Options for the design of a new structure and discussions around them are nearing completion. • School Estate Review – A statutory consultation process is complete for proposals to establish a new additional needs school in Earlston and to discontinue the spectrum units at St. Ronan’s and Wilton as a result. Council approved these proposals in December 2016 and the naming of the new school is subject to an Executive Report in January 2017. • Early Years – A trial has commenced at Philiphaugh Nursery to explore how the increase in nursery hours to 1140 hours per year per child can be offered to parents in the Scottish Borders. 	<p>Next period</p> <ul style="list-style-type: none"> • Schools Business Support & Administration Review – Agreement on new structures and proposed cluster models will be complete, and consultation with staff, head teachers and Trade Unions will be underway. • Redesign of Children & Families Social Work Service – Agreement on new Structures and models will be complete and implementation underway. • School Estate Review – Statutory consultation on the proposed closure of Mothballed schools will be complete. Funding options to progress plans for Jedburgh Schools should be agreed, and informal consultation for Galashiels and Hawick schools (including the provision of Roman Catholic Schools) will be advanced. • Early Years – Findings of the trial will be analysed as it progresses and used to assist Scottish Government to implement the offer of 1140 hours to eligible children 2020.


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered on a recurring, permanent basis for 2016/17. Any savings made temporarily are being carried forward for permanent delivery in 2017/18. Planning is in place to deliver full 2017/18 savings and also future years. The Social Care Fund (SCF) and Integrated Care Fund (ICF) have been utilised and will continue to be utilised to mitigate service pressures (e.g.) demographics and living wage and to support service change.	<ul style="list-style-type: none"> • ICF bids covering dementia services and reablement approach approved • Finalisation and full planning of 2017/18 savings requirements


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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"> • The full impact of the Community Empowerment (Scotland) Act 2015 is now fully understood, and takes a new direction than that previously developed locally through the Cheviot pilot. • Presentations have been made in November / December 2016 to the Community Planning Partnership's Strategic Board and Joint Delivery Team outlining the new approach to be taken. • The Improvement Service presented their Community Planning Outcomes Profile tool to the CPP's Joint Delivery Team (December 2016), which will also be used to inform the new approach. • Cheviot Elected Members were updated on the new direction to be taken in December 2016. • Part 2: Community Planning of the Community Empowerment Act came into effect on 23rd December 2016, along with the publication of the final Guidance supporting this part of the Act. • Asset registers are now publically available /online for <ul style="list-style-type: none"> - Scottish Borders Council - Police Scotland - Scottish Fire & Rescue Service - Scottish Enterprise • Community engagement events are being developed to help inform a number of legislative requirements of community planning, namely the Local Outcomes Improvement Plan (LOIP) and 5 Locality Plans – the latter all need to be drafted concurrently. 	<p>Work will continue between now and May to progress the draft LOIP and five Locality Plans. This will include:</p> <ul style="list-style-type: none"> • Community engagement activity (January-March) and analysis (March-April) • Final drafting of LOIP and 5 Locality Plans

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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- Dent	Waste Management Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.		Progress Update: Status is Green because: <ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. • Continue to optimise kerbside collection routes. • Work continues on development of new Waste Transfer Station (WTS) • Restored part of Easter Langlee Landfill as work toward closure in mid-2018. • Community Recycling Centre Trade Waste Access Policy introduced. • Community Recycling Centre review commenced. 	<ul style="list-style-type: none"> • Zero Waste Scotland to provide initial modelling results • 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 • Submit Waste Transfer Station planning application

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Chris Richardson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.		Progress Update: Status is Green because: <ul style="list-style-type: none"> • SBC HQ window replacement completed, boiler optimisations savings have been realised (£63k) • Replacement LED lighting and insulating valve covers across 13 sites using Salix Finance recycling fund is now completed 	<ul style="list-style-type: none"> • On target to spend 100% of £600,000 Salix fund (£300k Salix/£300k SBC) in 16/17 • A Solar Panel Tender is ready for issue for PV installation across a number of sites during 2017 • A new lead EEP property officer recruited to start April 2017 to devise and lead a programme of energy saving works


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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 Amber as the activity to achieve the full future year's savings is to be approved.</p> <ul style="list-style-type: none"> • People Planning - the majority of services are now engaged in the process and the next stage - bringing together the People Planning process with the 2017/18 Financial Planning process is about to commence • Staff Benefits Scheme - The Scheme is now well established with a take up of just over 45% • Business Travel - A new Business Travel Policy has been published following consultation with the Trade Unions. One of the main aims of the policy is to help reduce the amount and cost of Business Mileage and position the policy for the introduction of the Enterprise Resource Planning system/process and the proposed expansion of the pool fleet. • Pool Cars - Work is progressing in the development of options for the introduction of a centrally managed pool car fleet with the aim of further reducing the cost business travel. • Change Management - Change Management training sessions have been set up for managers and follow-up events for all levels have been developed. 	<ul style="list-style-type: none"> • The next phase of the People Planning process will commence as part of the 17/18 financial planning process. • Staff Benefits will continue to be added to • Options for the implementation of a pool car fleet will be finalised


Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

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. • An initial review of the non-school estate has been undertaken to identify potential opportunities for rationalisation. Schedules are now being for potential early rationalisations over the next two financial years. Further work is underway to identify and confirm additional opportunities for rationalisation. • Locality Property Planning meeting events have been held in the Cheviot Locality in October. • Further events are being held in other Localities over Feb/March and May. These events will help engage with local communities on ways of improving the effectiveness and efficiency of land and property in each locality and inform our approach to property rationalisation. 	<ul style="list-style-type: none"> • Work continues to achieve current year property savings and to identify property savings in future years. • Further Locality Planning events in the 4 remaining Localities. • Incorporation of the Review of Public Toilets

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017


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

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson /Jenni Craig / Stephen Roy	Digital Transformation	Use best of breed technology to make the services we offer to internal and external customers simpler and more productive. Make digital transactions so compelling that vast majority of internal and external customers will interact "digitally by default" leading to savings for SBC. Improve digital connectivity for citizens and businesses in the Borders and help them to make best use of digital technology.		<p>Progress Update: Status is Amber as the projects under the programme have a number of challenges to overcome and are operating to tight timescales.</p> <ul style="list-style-type: none"> • Launch of our customer portal has been delayed again due to functionality issues with the product. CGI and their partner are working to establish a way forward so we can deliver the portal in the first half of 2017. This is later than the anticipated delivery of Q1 2017. • Setup and Testing of Business World (ERP) is progressing well. There are a number of challenges to overcome but this is expected in a project of this scale and compressed timescale. • A second Borders Digital Forum took place to co-ordinate activity around improving connectivity in the Borders. Good presentations on alternative broadband solutions that are being examined. • Initial work to shape Digital Participation and Digital Connectivity areas of the programme • Draft objectives and draft core documentation for the programme produced. • Strategy produced for Business Intelligence 	<ul style="list-style-type: none"> • Go live of Business World ERP • Business process changes in departments to adopt new Business World processes • Start to realise benefits of Business World • Work to roll out self-service portal as soon as possible • Start-up work on Business Intelligence

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater / Teresa Maley	Information Management	Deliver information sharing requirements across partners.		<p>Progress Update: Status is Green because work is progressing:</p> <ul style="list-style-type: none"> • Stages 1-3 of the project (including Privacy by Design and Information sharing) were completed on time with the exception of the Information Asset Register (IAR) which is in process of completion now. • Awareness session on data sharing was delivered to Project and Programme Managers and there is evidence that the guidance is being used routinely. • An information pack for projects has been developed and made available to Project Managers and Project Teams.. 	<ul style="list-style-type: none"> • The training for Information Asset Owners will be delivered after the Register has been issued. • Project stages 4 and 5 have been removed from the project to be managed as business as usual (by Information Team or Information Governance Group Review process). • The project will be closed on completion of the IAR workstream.
Philip Barr / 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 internal restructure being progressed. • 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"> • Council agreement of Roads structure. • Scope out other areas of the Alternative Models programme. • Establish detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		<p>Progress Update: Status is Green because project is now complete.</p>	

Corporate Transformation Programme Tracker For Executive Committee as of 31 January 2017

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Elaine Torrance / Graeme McMurdo	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 IJB. • Scheme of integration ratified by Scottish Government and published with Strategic Plan. • Performance Monitoring Framework draft presented to IJB • New governance in place for H&SC change projects funding • Locality working groups established in each of the 5 H&SCP Localities. • Work progressing to develop Community Led Support and Buurtzorg initiatives. • Evaluation toolkit developed and being implemented across all ICF projects • Work progressing to develop co-located integrated teams within localities • Locality Property Planning Events held in Kelso and Jedburgh 	<ul style="list-style-type: none"> • Draft Annual Performance Report produced • Draft Locality Plans produced • Feedback from staff survey regarding co-located integrated teams analysed

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IMPROVING ATTAINMENT AND ACHIEVEMENT ENSURING AN INCLUSIVE APPROACH

CORPORATE TRANSFORMATION PROGRAMME

Children and 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 & administration.

Financial Plan savings 16/17

£3,685k



Key Milestones

Jan-Mar '17

Apr-June '17

July-Sept '17

Oct - Dec '17

- Leader Valley School due to open
- Funding options for Jedburgh Schools agreed
- Statutory consultation commences for 3 Mothballed Schools (Ettrick, Hobkirk & Eccles/Leitholm)
- Update Report to Executive on Roman Catholic Schools
- Early Years trial of 1140 hours commenced 9th January at Philiphaugh Nursery

- Informal consultation for Gala and Hawick Schools
- Informal consultation for Jedburgh Schools
- Informal consultation for Eyemouth Schools
- Council decision on Mothballed Schools
- Analysis of Early years trial for reporting to Scottish Government
- Implementation of a new structure for Children & Families Social Work

- Statutory consultation for Gala and Hawick Schools
- Statutory consultation for Jedburgh Schools
- Statutory consultation for Eyemouth Schools
- Potential School Closures (Mothballed Schools)
- Early Years trial of 1140 hours finishes in August at Philiphaugh Nursery
- Transition to new Children & Families Social Work Structure
- Implementation of a new structure for Business Support in Schools

- Council decisions following Statutory consultations in Gala, Hawick, Jedburgh and Eyemouth Schools
- Further appraisal of Early Years 1140 hours offer
- Transition to new Business Support in Schools Structure

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buildings

energy efficiency

capital investment

buildings

energy efficiency

capital investment

buildings

Capital Investment

COMPLEX NEEDS CENTRE EARLSTON

£1.9m

Winter 2016

KELSO HIGH SCHOOL

Autumn 2017

BROOMLANDS PRIMARY SCHOOL

£9.7m

Winter 2017



LANGLEE PRIMARY SCHOOL

£10.6m

Summer 2017



DUNS PRIMARY SCHOOL

£8.5m

Summer 2017



Programme Highlights

- Leader Valley School in Earlston building works completed
- Scottish Government discussions around a 3-18 Intergenerational School Campus in Jedburgh
- A review of Business Support at HQ and in Localities is complete and a new structure is in place
- The provision of Additional Special Needs was redesigned with an emphasis on Inclusion for All. A review of the Additional Special Needs (ASN) workforce was completed by August 2016 to support the new model.
- A new delivery model for Early Years was implemented and the workforce was modernised to support it.

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ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE PUBLIC SERVICES

CORPORATE TRANSFORMATION PROGRAMME

Health and Social Care Integration

Improved outcomes for service users and carers who will have clear access routes to services and information.

Benefits/Financial Plan savings

access : prevention & early intervention : care closer to home : efficiency & effectiveness : choice and control : reduced inequalities : supported carers



Key Milestones

Mar '17

- First year of operation of Integrated Joint Board (IJB)
- Draft Performance Monitoring Framework produced
- Draft Annual Performance Report produced
- Draft Locality Plans produced
- Feedback from staff survey regarding co-located integrated teams analysed

Mar-Jul '17

- Review of Strategic Commissioning Implementation Plan
- Annual Performance Report published
- Plans to co-locate integrated teams produced

Jul-Sep '17

- Locality Plans published
- Midway ICF Project Evaluations produced
- Implementation of co-located integrated teams

Oct-Dec '17

- Strategic Commissioning and Implementation Plan produced
- Review of Strategic Plan

Jan-Mar '18

- Draft ICF Impact Report produced
- Review of implementation of co-located integrated teams
- Updated version of Strategic Plan produced

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• ICT • customer focus • online services • partnership • ICT • customer focus • online services • partnership •

Our performance

Maintain **90%** of adults rating the overall care provided by their GP as "Excellent" or Good.

90% Actual 2013/14 **90%** Actual 2015/16

Maintain **96%** of GP practice patients who felt that they were able to look after their own health 'very well' or 'quite well'

96% Actual 2013/14 **95%** Actual 2015/16
[Scottish average 15/16 = 93%]

More people supported and cared for in their own homes or another homely setting.

65% Current Actual
[Scottish average = 61%]

Increase % of carers reporting that they feel supported to continue caring (Target 50% by 2019)

41% Actual 2013/14 **41%** Actual 2015/16
[Scottish average 15/16 = 41%]

Programme highlights

- Locality Working groups established in each of the 5 Health & Social Care Partnership (H&SCP) Localities.
- Work progressing to develop Community Led Support and Buurtzorg initiatives.
- Evaluation toolkit developed and being implemented across all Integrated Care Fund (ICF) projects
- Ongoing engagement with a wide range of stakeholders from across NHS, SBC, voluntary and independent sector.
- Work progressing to develop co-located integrated teams within localities
- Locality Property Planning Events held in Kelso and Jedburgh

LOOKING FORWARD

Work is progressing well with regard to production of the Annual Performance Plan. This report will contain a lot of information including the Health & Wellbeing outcomes, financial information and detail the significant decisions taken by the H&SCP.



Scottish Borders
Health and Social Care
PARTNERSHIP

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DEVELOPING OUR WORKFORCE

CORPORATE TRANSFORMATION PROGRAMME

Workforce Planning

By 2020 we will look, act and feel like a different organisation. We will be a smaller, more flexible and leaner organisation. We will be working in a more collaborative way with our partners with a focus on the needs of the users of our services rather than on service or organisational boundaries.

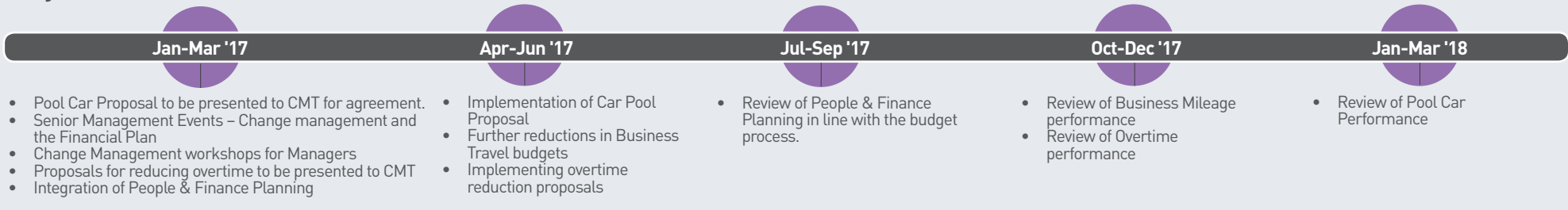
Benefits/Financial Plan savings

2015/16 – 2019/20 Financial Plan Savings

£1.048m Corporate transformation Savings



Key Milestones



buildings · energy efficiency · capital investment · buildings · energy efficiency · capital investment · buildings

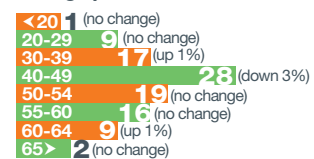
Our performance

EMPLOYEES

5044 employees in 2016/17*
(down from 5335 in 2015/16)

- 2566 People (2626 in 2015/16)
- 1459 Place (1385 in 2015/16)
- 282 Chief Executives* (590 in 2015/16)
- 737 SBCares (734 in 2015/16)

The age profile of our workforce %



11% of our workforce will be 65+ by 2020

27% of our workforce will be 60+ by 2020

SBC Employee Budget 2016/17

EXPENDITURE

£149,689,000 44% of overall revenue expenditure (up £278,000 on 2015/16 but down marginally as a percentage of overall expenditure)

- £78,551,000** Staff (down £2,236,000 from 2015/16)
- £56,355,000** Teachers (up £1,966,000 from 2015/16)
- £14,783,000** SBCares* (up £548,000 from 2015/16)

KEY MEASURES (2015/16 Actuals)

- 4%** absence (no change and in line with Scottish average)
- £3.8m** overtime paid (up £600K from 2014/15. Includes exceptional working hours needed to respond to the severe flooding during that winter.)
- 4.1m** business miles travelled (up marginally on 2014/15 and, including exceptional work patterns responding to severe weather)
- £1.7m** business miles claimed (up marginally on 2014/15)

Programme Highlights

People Plans

Following the introduction of the People Planning process last year, we will now be integrating the Finance & People Business Plans to align our finance and resources with corporate objectives.

Change Management

Change management training has been introduced to support the volume of change across the organisation. Introduction to Change Leadership & Management sessions were organised for all senior managers and further in-depth change management training for all levels of the organisation has also been developed to build on these introductory sessions.

Business Travel

A new Business Travel policy has been introduced to support efforts to drive down both the amount and cost of business travel. Business travel budgets were reduced by 20% in 2016/17 as part of this drive and a Corporate Purchase scheme for Rail tickets was introduced. Options for providing a fleet of pool cars are also being developed.

Staff Benefits

The Staff Benefits scheme was successfully launched in October with a large interest from staff (just over 45% take-up). National government has made changes that change what can be salary sacrificed which may affect future take-up.

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MONITORING OF THE GENERAL FUND REVENUE BUDGET 2016/17

Report by the Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2017

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 31 December 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 31 December 2016. The Council is projecting a balanced position to 31 March 2017 with identified pressures currently being managed within departmental budgets. This balanced position includes delivery of the remaining IT contract pressure of £0.539m (total of £2m delivered in 2016/17), covers all known Corporate Transformation pressures and reflects the earmarking of £1.441m from 2016/17 into 2017/18 to support the Financial Plan on a one-off basis.
- 1.3 At 31 December 2016 97% of savings have been delivered, (£8.272m planned efficiency savings delivered as per the Financial Plan with £0.188m achieved by alternative, permanent measures and £3.577m delivered temporarily). The remaining 3% (£0.323m) is profiled to be achieved during the remainder of 2016/17. Further management effort during the remainder of 2016/17 needs to be placed on ensuring all savings delivered temporarily in 2016/17 can be delivered permanently in 2017/18. The £3.577m delivered temporarily in 2016/17 presents a potential financial risk in 2017/18 in light of the significant and challenging savings which require to be delivered as part of the 2017/18 Financial Plan. This risk will be mitigated by proactive management actions.
- 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 31 December 2016, the underlying cost drivers and the identified areas of financial risk as reflected in Appendix 1;**
- (b) notes the virements attached as Appendix 2 and 3; and**
- (c) notes the progress made in achieving Financial Plan savings in Appendix 4 and the ongoing action to ensure delivery of 2016/17 Financial Plan savings on a permanent basis.**

3 PROJECTED OUTTURN

- 3.1 The summary revenue monitoring position included in Appendix 1 is based on actual income and expenditure to 31 December 2016. The Council is projecting a balanced position to 31 March 2017 with a range of forecast pressures being managed within departmental budgets. This balanced position includes delivery of the remaining IT contract pressure of £0.539m (total of £2m delivered in 2016/17), covers all known Corporate Transformation pressures and reflects the earmarking of £1.441m from 2016/17 into 2017/18 to support the Financial Plan on a one-off basis.
- 3.2 A base budget is in place to fund the core Corporate Transformation team. Investment in this team, over the last 2 financial years, has been significantly higher than base budget in order to support the level of transformational change in the organisation. The Council faces significant challenges in reshaping the workforce and modernising its service delivery and support arrangements, to this end the Chief Executive has issued an instruction on the 20 January 2017 to impose a freeze on discretionary spend until the 31 March 2017 with the intention of generating year end underspends to support the Council's financial position.
- 3.3 Appendix 4 sets out the progress made by the end of Month 9 to deliver the savings approved in the Financial Plan in February 2016 plus a small number of prior year savings achieved by temporary means. 97% (£12.037m) of the savings have already been delivered within the current year. Of this total £8.272m planned efficiency savings have been delivered as per the Financial Plan with £0.188m achieved by alternative, permanent measures and £3.577m delivered temporarily. The remaining 3% (£0.323m) is profiled to be delivered over the remainder of the year. Emphasis now needs to be placed on ensuring that all savings delivered temporarily in 2016/17 have permanent plans in place for 2017/18.
- 3.4 **Chief Executive's**
The Chief Executive's department is currently projecting a balanced position and is relying on pressures in the 2016/17 IT contract being fully met corporately within the Council as reflected in Appendix 1. An area of significant potential pressure is a continuation of the delay in the SWAN project. This delay 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. The Council continues to work through the legal aspects of the contract with Dumfries and Galloway Council to determine the most appropriate course of action.

3.5 **People**

The Children & Young People's Service is projecting an underspend of £444k as a result of service efficiencies during 2016/17. This underspend is being used to support Corporate pressures primarily in IT. All Children & Young People's Service 2016/17 Financial Plan savings have now been delivered as per the Financial Plan or by alternative means with initial delays in delivery now addressed. There has been no change in External Placements in the third quarter of the Financial Year and costs arising from any further placements will be managed within the Children & Families Social Work Service.

- 3.6 Projected outturn in Adult Services is currently showing a budget pressure of £387k. These pressures which are due to increases in care packages and an additional 20 residential bed numbers over and above budget will be met by internal management actions and anticipated seasonal fluctuations and as such are not reflected as a pressure within Appendix 1. It is proposed to address these pressures permanently from Social Care & Health funding in 2017/18.

3.7 **SBCares**

The SBCares Senior Management Team developed a programme of work to deliver the agreed business plan for 2016/17. The delivery and implementation of the programme of projects continues to be challenging. As reported to Members in the last monitoring round an opportunity to address the gap in achieving the target contribution was being considered through a stock valuation adjustment for ability equipment. An approach has now been agreed with SBCares External Auditors KPMG and it is estimated that stock will be capitalised for £650k. This will support a large portion of the contribution gap from the timing issues in delivering projects during 2016/17 leaving a £97k pressure. The CMT are confident that the freeze on discretionary spend enacted in the last 3 months of the year will deliver the necessary saving to offset the current SBCares pressure of £97k. Actions to deliver £924k of savings required by the business plan for 2017/18 are progressing and SBCares management have programmes of work already in place to deliver a large majority of this on a permanent basis.

3.8 **Place**

A projected balanced position is forecast for the Place department. The areas of pressure arising are from a lower surplus in SBC Contracts (£200k) and reduced planning fee income (£285k). Both of these pressures have been fully covered by under-spends elsewhere within the Place department and from Housing.

The Council has now received the Bellwin Claim Audit Certification from KPMG for all eligible Bellwin related works, which totals £4.3m. The audited claim has now settled at the full value (£3.8m taking account of the Council's required contribution of £0.508m).

3.9 **Other/Funding**

Within Other an underspend position is forecast which is allowing the transfer of budget to support pressures elsewhere in the Council. The most significant underspend being in Loans Charges as a result of favourable interest rates and the tactical decision to defer borrowing to finance capital expenditure. Known pressures in Corporate Transformation are being funded including the continued management of the in-house delivery costs of Business World implementation.

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

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL
SUMMARY

2016/17

AT END OF MONTH: Dec-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	26,179	30,362	38,805	38,564	241	(241)	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 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	116,779	163,697	162,106	1,591	(1,591)	0	The People department is overall projecting a balanced position and is actively managing known current pressures particularly with the Social Care and Health budget. External Placement pressures are currently being managed within the Children & Families Social Work Service budget with available budget from the service being used to address pressures elsewhere in the Council. Plans to address pressures of £387k from within adult services are being compiled.
Place	37,132	27,908	35,478	35,514	(36)	36	0	Place are forecasting a balanced position. Key costs pressures arising from reduced SBc Contracts surplus (£200k) and lower Planning Fee Income (£285k) have been fully covered from underspends elsewhere in Place and from Housing.
Loan Charges	20,485	138	18,459	18,110	349	(349)	0	Available budget in Loans charges as a result of favourable interest rates and tactical borrowing is being used to support pressures elsewhere in the Council.
Other	8,263	7,823	8,906	9,280	(374)	374	0	Pressures within Corporate Transformation are being addressed through underspends from elsewhere in the Council.
Total	263,203	183,010	265,344	263,573	1,771	(1,771)	0	
Financed by:								
Revenue Support Grant	(174,617)	(127,371)	(169,530)	(170,213)	683	(683)	0	Additional RSG for probationers (£463k), 1+2 Languages (£106k) and flood grants (£114k).
Non-Domestic Rates	(33,594)	(25,195)	(33,594)	(33,594)	0	0	0	
Council Tax	(52,242)	(43,308)	(53,082)	(53,082)	0	0	0	
Reserves:								
Earmarked Balances from 2015/16	(1,788)	0	(11,049)	(11,049)	0	0	0	
Earmarked Balances for future years	0	0	1,215	3,155	(1,940)	1,940	0	
Transfers to\from Reserves	(962)	0	696	1,210	(514)	514	0	Drawdown from ERVS allocated Reserve (£25k). Allocation of £539k to IT Reserve for 2017/18.
	(263,203)	(195,874)	(265,344)	(263,573)	(1,771)	1,771	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	319	425	414	11	(11)	0	Underspend in Management Initiative (£2k) and Civic Hospitality (£9k) budgets.
Business Support	335	4,452	5,558	5,456	102	(102)	0	Additional staff turnover savings (£74k) plus managed savings within service (£28k).
Executive Support	335	225	304	279	25	(25)	0	
Place Business Support	0	1,340	1,343	1,333	10	(10)	0	
People Business Support	0	2,765	3,754	3,687	67	(67)	0	
Corporate Performance & Information	0	122	157	157	0	0	0	
Public Health								
Gross Expenditure	0	33	68	68	0	0	0	
Income	0	0	0	0	0	0	0	
	0	33	68	68	0	0	0	
Strategic Policy	869	509	762	710	52	(52)	0	Staff turnover savings (£15k). Transfer of Community Justice funding carried forward from 2015/16 (£11k) and balance of funds in 2016/17 (£26k) to Safer Communities for delivery.
Finance	3,587	2,493	3,408	3,438	(30)	30	0	Corporate procurement pressures (£30k).
Housing Strategy & Services	3,170	1,132	5,039	4,936	103	(103)	0	Staff turnover savings (£37k), additional landlord registration (£10k) and rental income (£10k), removal of bad debt provision (£20k) and managed underspends in Homeless service (£26k).
Human Resources								
HR	1,494	957	1,332	1,310	22	(22)	0	Reduced costs from re-negotiation of occupational health contract (£20k), underspend in Long Service Awards (£2k).
HRSS	734	431	557	605	(48)	48	0	Salary sacrifice savings pressure (£41k) plus unachievable income budget (£7k).
Sub-total Human Resources	2,228	1,388	1,889	1,915	(26)	26	0	
Corporate Transformation								
Transformation	939	643	825	825	0	0	0	
Information Technology	5,112	11,154	11,058	11,184	(126)	126	0	IT pressure funded from within department (£126k)
Emergency Planning	181	108	162	162	0	0	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
Communications	469	446	505	565	(60)	60	0	Shortfall in Financial Plan savings - reduction in external print and use of National Framework (£50k), increased copier charges (£10k).
Economic Development	1,584	1,354	1,705	1,584	121	(121)	0	To earmark Hawick Action Plan budget for delivery in 2017/18 (£15k) plus match funding for ESF project recently approved (£46k). Staff turnover savings (£39k), reduction in events budget (£15k) and managed underspends within service (£6k) to support Communications.
Democratic Services	1,371	1,041	1,347	1,359	(12)	12	0	Financial Plan savings to be funded from Staff savings Executive Support (£12k).
Integrated Trusts	6,606	5,338	6,745	6,578	167	(167)	0	To earmark synthetic pitch maintenance budget for delivery in 2017/18 (£79k). To capitalise revenue budget for pitch replacement rather than rejuvenation (£88k).
Sub-total Corporate Transformation	16,262	20,084	22,347	22,257	90	(90)	0	
Recharge to Non-General Fund	(701)	(48)	(691)	(630)	(61)	61	0	Shortfall based on current projected recharges funded from underspend within C&YP (£61k).
Total - Chief Executive	26,179	30,362	38,805	38,564	241	(241)	0	

Key Highlights

A SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita 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. 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 pressure which has arisen due to the implementation delay.

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2016/17

AT END OF MONTH: Dec-16



PEOPLE

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	4,368	6,085	5,996	89	(89)	0	Available budget after £200k contribution towards the 2017/18 Financial Plan. (£35k) transferred to Transportation to cover increased school transport costs. £54k to fund pressure from corporate procurement savings (£30k) and Corporate Transformation (£24k).
Primary Schools	32,054	23,972	32,632	31,950	682	(682)	0	Projected DSM carry forward earmarked into 2017/18 (£539k). (£30k) CFCR for Earlston Primary School Multi-Use Games Area. (£113k) available budget vired to Secondary for Rates pressure.
Secondary Schools	40,748	30,383	41,523	40,756	767	(767)	0	Projected DSM carry forward earmarked into 2017/18 (£880k). Rates pressure of £113k met from Primary schools.
Central Schools	3,853	2,441	3,497	3,685	(188)	188	0	Funding received for probationers £463k and 1+2 Languages £106k. £226k earmarked for Financial Plan savings and £40k for HR resource in 2017/18. £115k to fund pressures within Corporate Transformation.
Transportation	3,352	2,286	3,627	3,662	(35)	35	0	£35k vired from Early Years to cover increased school transport costs.
School Meals	2,133	1,369	1,782	1,782	0	0	0	
Community Learning & Development	997	846	1,129	1,129	0	0	0	
Additional Support Needs	0	7,832	10,877	10,839	38	(38)	0	Rephasing of running costs for the new Leader Valley School being earmarked (£28k). Additional Needs Assistants training as per manifesto being earmarked (£10k).
Children & Families (Social Work)	25,866	10,089	14,803	14,528	275	(275)	0	External placement costs are currently projected to be below budget, £275k has been released from the Children & Families budget, with £50k retained to cover the possible impact of any new placements between now and year end. £162k to be earmarked for IT transformation in 2017/18. Transfer to CE to fund pressure within Recharge to Non General Fund £61k and £52k to Corporate Transformation.
Sub-total Children & Young People	115,517	83,586	115,955	114,327	1,628	(1,628)	0	
Adult Services								
Older People	7	0	7	7	0	0	0	
People with Mental Health Needs	101	77	101	105	(4)	0	(4)	
Adults with Learning Disabilities	3	5	3	3	0	0	0	
Generic Services & Staff Teams	679	503	723	747	(24)	0	(24)	
Safer Communities	0	171	492	499	(7)	37	30	Moved from Place, Neighbourhood Services. £37k Community Justice budget from Strategic Policy.
Services in the Criminal Justice System	0	148	0	0	0	0	0	

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2016/17

AT END OF MONTH: Dec-16



PEOPLE

Sub-total Adult Services	790	904	1,326	1,361	(35)	37	2
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MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2016/17

AT END OF MONTH: Dec-16



PEOPLE

Social Care & Health Partnership								
Older People	29,144	17,088	21,986	22,046	(60)	(145)	(205)	Pressure of £535k on budget due to increase in residential placements, and pressure on planned savings. The resulting pressure is partly addressed from elsewhere in the service (£205k) with the remainder to be addressed by internal management actions (£330k).
Adults with Learning Disabilities (AWLD)	14,671	10,966	15,295	15,224	71	0	71	
People with Physical Disabilities (PWPD)	3,180	2,482	3,426	3,347	79	0	79	
People with Mental Health Needs	2,161	1,454	2,124	2,029	95	0	95	Projected underspend of £95k in the main due to cessation of Border Crisis Centre Contract which will be non-recurring but which will offset pressures elsewhere in SC&H during 2016/17.
Generic Services & Staff Teams	3,642	1,069	4,612	4,799	(187)	145	(42)	The main pressures in this area are due to increased community based services and savings that have not been fully met. The resulting pressure is partly addressed from elsewhere in the service (£42k) with the remainder to be addressed by internal management actions (£57k).
Contribution from SB Cares	(1,027)	(770)	(1,027)	(1,027)	0	0	0	
Sub-total Social Care & Health Partnership	51,771	32,289	46,416	46,418	(2)	0	(2)	Projected outturn shows a pressure of £387k as a result of an increase in care packages and residential bed numbers, these pressures will be met by internal management actions and anticipated seasonal fluctuations.
Business Support	3,066	0	0	0	0	0	0	
Total - People	171,144	116,779	163,697	162,106	1,591	(1,591)	0	

Key Highlights

Initial delays in delivery of the Children & Young People's Service 2016/17 Financial Plan savings have been addressed, with all budget savings either delivered per the Financial Plan or by alternative means. External Placement cost forecasts have remained unchanged in the third quarter of the Financial Year and any further placements will be managed within the Children & Families Social Work Service.
 Projected outturn in Adult Services shows a budget pressure. This pressure will be reduced back to a balanced position through internal management actions and anticipated seasonal fluctuations.

Key Challenges

Work is underway to identify permanent delivery of £0.6m of savings achieved by alternative means in 2016/17 in CYP.
 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

Further increase in external placements would place an additional strain on the budget.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2016/17**
PLACE

AT END OF MONTH: Dec-16



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	1,132	2,000	1,893	107	(107)	0	Transfer to SBc Contracts (£100k) towards surplus pressure. Transfer to Capital (£7k) as CFCR as contribution to Gibson Park
Pay Parking	0	(44)	79	79	0	0	0	
Fleet Management	(191)	(37)	(201)	(201)	0	0	0	
Passenger Transport	2,095	1,276	2,087	2,060	27	(27)	0	Transfer to Planning (£27k) towards Planning & Building Standards fee income pressure
Design Services	122	99	142	110	32	(32)	0	Transfer to SBc Contracts (£32k) towards surplus pressure
Projects	156	106	235	210	25	(25)	0	Transfer to SBc Contracts (£25k) towards surplus pressure
Trading Contribution	(549)	1,905	(549)	(349)	(200)	200	0	Highly competitive market impacting on profit margins. £200k met from underspends in Asset Management, Design, Projects and Property.
Property & Facilities Management	3,679	2,164	3,674	3,557	117	(117)	0	Transfer to SBc Contracts (£43k) towards surplus pressure. Transfer to Planning (£50k) towards Planning & Building Standards fee income pressure. Transfer to Capital for Catering equipment (£3k) and replacement windows (£21k).
Sub-total Commercial Services	7,294	6,601	7,467	7,359	108	(108)	0	
Neighbourhood Services								
Customer Services	1,716	1,977	1,555	1,669	(114)	114	0	Reduction in Penalty Income and Housing Benefit Overpayment Recovery due to significant drop in payment levels compared to 2015-16 being funded from available budget within Customer Services. £114k from RSG for Flood Grant Income.
Waste	9,347	5,485	8,996	8,946	50	(50)	0	£50k transfer to Corporate Transformation to help towards current pressure.
Safer Communities	442	0	0	0	0	0	0	Safer Community service moved to People, Adult Services
Neighbourhood Operations	12,610	11,541	12,806	12,751	55	(55)	0	£55k EMB for Quality of Life to 2017-18.
- Roads	3,965	3,629	4,027	4,009				
- Parks & Open Spaces	3,007	2,752	3,054	3,041				
- Winter Maintenance	3,889	3,559	3,949	3,932				
- Burials	26	24	26	26				
- Public Conveniences	313	286	318	316				
- Street Cleansing	1,410	1,290	1,432	1,426				
Sub-total Neighbourhood Services	24,115	19,003	23,357	23,366	(9)	9	0	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2016/17**
PLACE

AT END OF MONTH: Dec-16



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
Regulatory Services								
Assessor & Electoral Registration Officer	716	489	667	667	0	0	0	
Legal Services	757	390	695	670	25	(25)	0	Transfer to Planning (£25k) towards Planning & Building Standards fee income pressure.
Planning	987	48	1,331	1,616	(285)	285	0	Planning & Building standards fee income pressure met from underspends in Passenger transport (£27k), Property (£50k), Legal (£25k) Regulatory Services (£32k), Health & Safety (£74k) and Housing (£58k). Transfer towards financial plan savings from Health & safety (£19k).
Regulatory Services	1,290	918	1,247	1,215	32	(32)	0	Transfer to Planning (£32k) towards Planning & Building Standards fee income pressure
Audit & Risk	372	289	371	381	(10)	10	0	Additional employee expenses (£10k) met from underspends in Health & Safety.
Health & Safety	438	170	343	240	103	(103)	0	Transfer to Planning (£74k) towards Planning & Building Standards fee income pressure and £19k towards financial plan savings. Transfer of £10k to Audit & Risk to cover increased employee costs
Sub-total Regulatory Services	4,560	2,304	4,654	4,789	(135)	135	0	
Business Support	1,163	0	0	0	0	0	0	
Total - Place	37,132	27,908	35,478	35,514	(36)	36	0	

Key Highlights

A projected balanced position is forecast for the Place department. The areas of pressure arising are from a lower surplus in SBc Contracts (£200k) and reduced planning fee income (£285k). Both of these pressures have been fully covered by under-spends elsewhere within the Place department and from Housing.
 The Council has now received the Bellwin Claim Audit Certification from KPMG for all eligible Bellwin related works, which totals £4.3m. The audited claim has now settled at the full value (£3.8m taking account of the Council's required contribution of £0.508m).

Key Challenges

Margin pressures have been identified within SBc Contracts through reduced gross margin on Contract Works and Surfacing. These have been fully offset within the Place directorate and the future order book still remains strong.
 A review of Bus Services is required to identify yield savings required in the 2017/18 financial year.
 Completion of the Roads Review and implementation to yield savings required in 2017/18 from Alternative Models of Service Delivery.

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. Conversely, continued mild conditions could produce savings from reduced overtime and salt costs. The Planning service is highly dependent on fee income to achieve their budget target. This income is running below budgeted level but has been covered for 2016/17.
 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: Dec-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)	480	573	1,023	(450)	450	0	Additional transformation costs (HR support to programme & ERP Implementation) £200k, undeliverable Financial Plan savings (ICT investment in new technologies £150k and printer refresh £100k).
Early Retirement/Voluntary Severance	418	393	418	443	(25)	25	0	Drawdown of £25k from allocated reserves.
Fairer Scotland	223	14	13	7	6	(6)	0	Underspend to Corporate Transformation (£6k).
Loan Charges	20,485	138	18,296	17,798	498	(498)	0	Underspend due to favourable interest rates to be transferred to Corporate Transformation (£121k) and IT Allocated Reserve (£377k).
Capital Financed from Current Revenue (CFCR)	0	0	163	312	(149)	149	0	Capitalisation of revenue budget from departments.
Interest on Revenue Balances IORB	(10)	0	(20)	(20)	0	0	0	
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	22,565	31,333	31,568	(235)	235	0	Underspend to fund Corporate Transformation pressure (£23k).
Income	(29,317)	(21,940)	(30,438)	(30,696)	258	(258)	0	
	593	625	895	872	23	(23)	0	
Discretionary Housing Payments								
Gross Expenditure	58	559	772	750	22	(22)	0	£22k earmarked balance for additional staffing costs in 2017/18 for the Digital Customer Access Project.
Income	0	(500)	(500)	(500)	0	0	0	
	58	59	272	250	22	(22)	0	
Council Tax Reduction Scheme	5,707	4,991	5,105	5,086	19	(19)	0	Underspend to fund Corporate Transformation pressure (£19k).
Non Domestic rates Relief	150	108	150	119	31	(31)	0	Underspend to fund Corporate Transformation pressure (£31k).
Commercial Rents	(1,225)	(1,198)	(1,225)	(1,225)	0	0	0	
Scottish Welfare Fund	492	50	424	424	0	0	0	
Total - Other	28,748	7,961	27,365	27,390	(25)	25	0	

Key Highlights

Available budget within Loan Charges as a result of favourable interest rates as well as shorter term borrowing being undertaken, is being used to address known pressures.

Key Challenges

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 :** **Dec-16**

Key Cost Driver Performance Analysis - Chief Executive

	Month Dec-15	Month Nov-16	Month Dec-16	Narrative
1 No of Homelessness Properties	164	164	164	
2 No of homelessness presentations	38	56	42	
3 No in B&B	1	0	0	

Key Cost Driver Performance Analysis - People

	Month Dec-15	Month Nov-16	Month Dec-16	Narrative
Schools				
1 Transportation (proj % of budget)	102%			
2 Unitary Charge (proj % of budget)	100%			
ADULT SERVICES				
	Baseline @ Dec-15	Month Nov-16	Month Dec-16	
3 Homecare Hours	10,747	9,250	9,130	
4 Residential: Elderly Beds (excl respite beds, and Intermediate care)	641	671	671	
ICS				
	Baseline @ Dec-15	Month Nov-16	Month Dec-16	
5 Out of Authority Placements	44	32	31	
6 Foster Care	102	95	96	
7 Kinship Care	50	59	69	
8 Secure Placements	1	0	0	

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MONTHLY REVENUE MANAGEMENT REPORT

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

Key Cost Driver Performance Analysis - Place

				Narrative	
	Month Dec-15	Month Nov-16	Month Dec-16		
Commercial Services					
1	Contracts Won (by value £k)	84	1,400	12	
2	PT Fares Income (£k)	170	180	141	
3	FM Dayworks costs (£k)	61	82	46	
4	Fuel Price (Derv ppl)	82	94	98	
5	Primary school meal uptake per day	56%	56%	56%	
6	Secondary school income per day	£5,986	£6,773	£6,890	Reviewing Indicator
Neighbourhood Services					
7	Roads Expenditure Committed	209	251	114	
8	Salt Stock (t)	16,470	15,022	15,474	
9	Recyclate Tonnage	1,743	1,770	TBC	
10	Landfill Tonnage (MSW)	3,439	2,954	TBC	

Key Cost Driver Performance Analysis - Other Services

				Narrative	
	Month Dec-15	Month Nov-16	Month Dec-16		
Other					
1	Current live procurement contracts	56	34	38	
2	ER/VS approved (FTE)	47.78	9.35	9.35	
3	Compulsory redundancies approved (FTE)	4.39	3.26	3.26	
4	Number of new HB Claimants	167	134	119	
5	Number of ongoing HB Claims requiring action	496	1,010	931	
6	No of properties eligible for full NDR Relief	3,633	3,765	3,764	
7	No of properties eligible for partial NDR Relief	1,155	1,293	1,312	

Budget Virement Requirement

Chief Executive

No. of Virements 5

1 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Executive Support	£	£	£
Budget Head	Employee Costs	(12,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Democratic Services	£	£	£
Budget Head	Employee Costs	12,000	0	0

Because

Additional staff turnover savings to fund pressure within Democratic Services.

2 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Economic Development	£	£	£
Budget Head	Employee Costs	(39,000)	0	0
	Supplies & Services	(15,000)	0	0
	Third Party Payments	(6,000)	0	0
Total		(60,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Communications	£	£	£
Budget Head	Employee Costs	50,000	0	0
	Supplies & Services	10,000	0	0
Total		60,000	0	0

Because

Staff turnover savings (£39k), reduction in events budget not required in 2016/17 (£15k) and managed savings with Economic Development (£6k) to offset a range of pressures in Communications including printing and copying.

3 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Integrated Trusts	£	£	£
Budget Head	Premises Related	(88,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Capital Financed from Current Revenue (CFCR)	£	£	£
Budget Head	Capital Financing Costs	88,000	0	0

Because

To transfer revenue budget to capital for pitch replacement in 2017/18 (Newcastleton and St Ronan's) in line with previously approved strategy.

4 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Strategy & Policy	£	£	£
Budget Head	Employee Costs	(28,724)	0	0
	Third Party Payments	(8,844)	0	0
	Total	(37,568)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Safer Communities	£	£	£
Budget Head	Employee Costs	37,568	0	0

Because

To transfer Community Justice funding carried forward from 2015/16 and balance of funds in 2016/17 to Safer Communities for delivery.

5 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Chief Executive	£	£	£
Budget Head	Supplies & Services	(9,000)	0	0
	Third Party Payments	(2,000)	0	0

Service	Strategy & Policy	£	£	£
Budget Head	Employee Costs	(15,000)	0	0

Service	Human Resources	£	£	£
Budget Head	Employee Costs	(2,000)	0	0
	Third Party Payments	(20,000)	0	0

Service	Business Support	£	£	£
Budget Head	Employee Costs	(73,500)	0	0
	Premises Related	(6,000)	0	0
	Supplies & Services	(7,500)	0	0
	Third Party Payments	(3,000)	0	0

Service	Housing Strategy & Services	£	£	£
Budget Head	Employee Costs	(37,000)	0	0
	Premises Related	(26,000)	0	0
	Supplies & Services	(20,000)		
	Income	(20,000)	0	0

Total		(241,000)	0	0
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To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Information Technology	£	£	£
Budget Head	Supplies & Services	126,000	0	0

Service	HRSS	£	£	£
Budget Head	Employee Costs	41,000	0	0
	Income	7,000	0	0

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Income	58,000	0	0

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	9,000	0	0

Total		241,000	0	0
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Because

To transfer available budget within Chief Executive's to fund pressures within IT (£126k), HRSS (unachievable salary sacrifice saving and income) £48k, under recovery of planning fee income (£58k) and Corporate Transformation Pressure (£9k).

Budget Virement Requirement People No. of Virements 4

1 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Primary Schools	£	£	£
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 in relation to a Multi-Use Games Area at Earlston Primary School.

2 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Primary Schools	£	£	£
Budget Head	Supplies & Services	(113,091)	(113,091)	0

To

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Premises Related Expenses	113,091	113,091	0

Because

To permanently transfer available budget in Primary Schools to Secondary Schools to address a rates pressure.

3 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Early Years	£	£	£
Budget Head	Supplies & Services	(34,919)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Transportation	£	£	£
Budget Head	Transport Related Expenditure	34,919	0	0

Because

To transfer available budget in Early Years to cover increased school transport costs.

4 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Early Years	£	£	£
Budget Head	Supplies & Services	(54,000)	0	0
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(115,000)	0	0
Service	Children & Families	£	£	£
Budget Head	Third Party Payments	(275,000)	0	0
Total		(444,000)	0	0

To

Department	Financed by	2016/17	2017/18	2018/19
Service	Reserves	£	£	£
Budget Head	Supplies & Services	162,000	0	0

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Finance	£	£	£
Budget Head	Employee Costs	30,000	0	0

Service	Recharge to non General Fund	£	£	£
Budget Head	Income	61,000	0	0

Total		91,000	0	0
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Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	191,000	0	0

Total		444,000	0	0
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Because

To transfer available budget within Children & Young People to IT Allocated Reserve (£162k) and pressures within Corporate Transformation (£191k), Finance (£30k) and Recharge to Non General Fund (£61k).
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Budget Virement Requirement Place No. of Virements 8

1 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Infrastructure Asset Management	£	£	£
Budget Head	Third Party Payments	(6,700)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Capital Financing	£	£	£
Budget Head	Third Party Payments	6,700	0	0

Because

Transfer of Revenue budget for Gibson Park to Capital as CFCR.
--

2 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Property & Facilities Management	£	£	£
Budget Head	Supplies and Services	(3,177)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Capital Financing	£	£	£
Budget Head	Third Party Payments	3,177	0	0

Because

Transfer of Revenue budget for Catering capital equipment as CFCR.
--

3 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Design Services	£	£	£
Budget Head	Employee Costs	(17,000)	0	0
Budget Head	Income	(15,000)	0	0

Service	Projects	£	£	£
Budget Head	Third Party Payments	(25,000)	0	0

Service	Infrastructure Asset Management	£	£	£
Budget Head	Income	(100,000)	0	0

Service	Property & Facilities Management	£	£	£
Budget Head	Income	(43,000)	0	0

Total		(200,000)	0	0
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To

Department	Place	2016/17	2017/18	2018/19
Service	Trading Contribution	£	£	£
Budget Head	Income	200,000	0	0

Because

Transfer of underspends from Passenger Transport, Projects, Infrastructure Asset Management & Property to cover pressure in SBc Contracts surplus

4 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Passenger Transport	£	£	£
Budget Head	Supplies and Services	(6,000)	0	0
Budget Head	Income	(21,000)	0	0

Service	Property & Facilities Management	£	£	£
Budget Head	Supplies and Services	(35,000)	0	0
Budget Head	Income	(15,000)	0	0

Service	Regulatory Services	£	£	£
Budget Head	Employee Costs	(31,886)	0	0

Service	Legal Services	£	£	£
Budget Head	Employee Costs	(20,432)	0	0
Budget Head	Supplies and Services	(5,000)	0	0

Service	Health & Safety	£	£	£
Budget Head	Employee Costs	(72,013)	0	0
Budget Head	Transport Related Expenditure	(2,449)	0	0

Total		(208,780)	0	0
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To

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Income	208,780	0	0

Because

Transfer to cover Planning & Building Standards fee income pressure from underspends in Passenger Transport, Property and Facilities Management, Regulatory Services, Legal Services & Health & Safety
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5 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Health & Safety	£	£	£
Budget Head	Employee Costs	(9,661)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Audit & Risk	£	£	£
Budget Head	Employee Costs	9,661	0	0

Because

Underspend in Health and Safety manpower to cover part year savings not achieved in Audit & Risk.

6 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Health & Safety	£	£	£
Budget Head	Employee Costs	(18,958)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	18,958	0	0

Because

Transfer to Planning towards financial plan savings from underspends in Health & Safety.
--

7 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Waste	£	£	£
Budget Head	Transport Costs	(13,595)	0	0
Budget Head	Income	(36,405)	0	0

Total	(50,000)	0	0
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To

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	50,000	0	0

Because

Additional Income and underspend in Transport costs to offset pressure in Corporate Transformation.

8 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Property & Facilities Management	£	£	£
Budget Head	Premises related expenditure	(21,440)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Capital Financing	£	£	£
Budget Head	Third Party Payments	21,440	0	0

Because

Transfer of Revenue budget for HQ window replacement as CFCR.

Budget Virement Requirement

Other

No. of Virements 2

1 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Fairer Scotland	£	£	£
Budget Head	Third Party Payments	(6,000)	0	0

Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(121,000)	0	0

Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	(23,000)	0	0

Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Supplies & Services	(19,000)	0	0

Service	Non Domestic Rates Relief	£	£	£
Budget Head	Supplies & Services	(31,000)	0	0

Total		(200,000)	0	0
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To

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	200,000	0	0

Because

Various projected underspends within Other to offset pressure within Corporate Transformation.

2 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(377,000)	0	0

To

Department	Financed by	2016/17	2017/18	2018/19
Service	Reserves	£	£	£
Budget Head	Supplies & Services	377,000	0	0

Because

To transfer underspend within Loan Charges as a consequence of favourable interest rates (£377k), to IT Allocated Reserve.

Budget Virement Requirement Financed by No. of Virements 4

1 Virement is required from

Department	Financed by	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	114,000	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Customer Services	£	£	£
Budget Head	Income	(114,000)	0	0

Because

Transfer of funding from RSG to Customer Services for Flooding Support Grant income due to be received in March 2017.

2 Virement is required from

Department	Financed by	2016/17	2017/18	2018/19
Service	Reserves	£	£	£
Budget Head	Supplies & Services	(25,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Early Retirement/Voluntary Severance	£	£	£
Budget Head	Employee Costs	25,000	0	0

Because

Drawdown of allocated reserve for ERVS to fund current approved applications (£25k).

3 Virement is required from

Department	Financed by	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(462,602)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	462,602	0	0

Because

To create income and expenditure budgets to reflect funding through Revenue Support Grant (RSG) for Probationers Teachers.

4 Virement is required from

Department	Financed by	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(106,376)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	106,376	0	0

Because

To allocate Revenue Support Grant funding for implementation of the 1+2 language policy.

Budget Virement Requirement People No. of Virements 6

1 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(346,937)	346,937	
	Supplies & Services	(192,098)	192,098	
Total		(539,035)	539,035	0

To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	539,035	(539,035)	0

Because

To earmark the projected Primary DSM carry forward.

2 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	(495,911)	495,911	
	Supplies & Services	(384,260)	384,260	
Total		(880,171)	880,171	0

To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	880,171	(880,171)	0

Because

To earmark the projected Secondary DSM carry forward.

3 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(226,000)	226,000	0

To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	226,000	(226,000)	0

Because

To earmark available budget in Central Schools from 2016/17 into 2017/18 towards Financial Plan.

4 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Additional Support Needs	£	£	£
Budget Head	Premises Related Expenses	(28,000)	28,000	

To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	28,000	(28,000)	0

Because

To earmark budget for the rephasing of running costs of the new Leader Valley School.

**5 Department
Service
Budget Head**

People	2016/17	2017/18	2018/19
Additional Support Needs	£	£	£
Employee Costs	(10,000)	10,000	

To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	10,000	(10,000)	0

Because

To earmark budget from 2016/17 to 2017/18 for essential training required for Additional Needs Assistants.

**6 Department
Service
Budget Head**

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

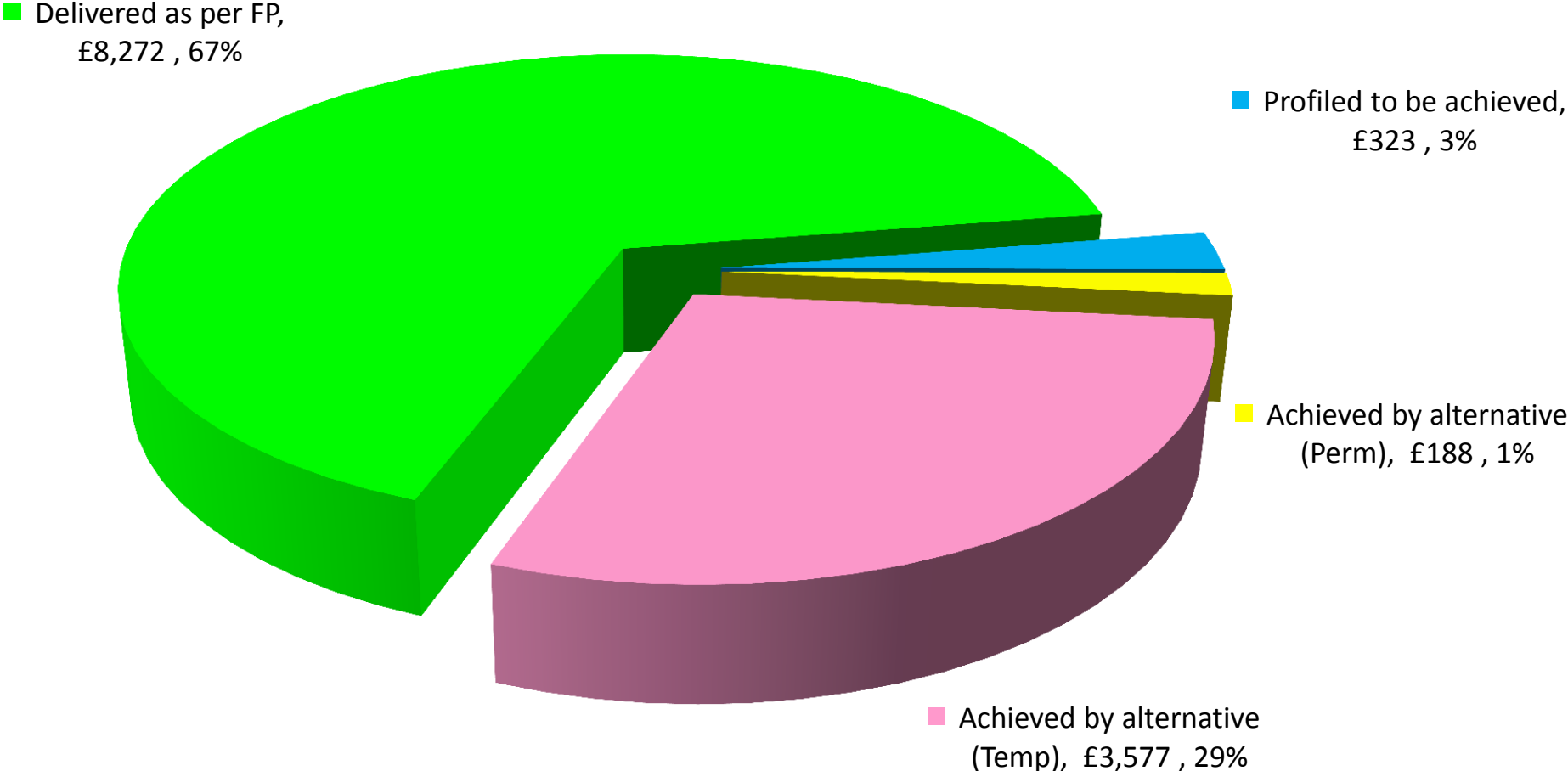
To

Department		2016/17	2017/18	2018/19
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	40,000	(40,000)	0

Because

To earmark budget from 2016/17 to fund additional HR resource requirement in 2017/18.

SBC (Total) Efficiency Savings Progress £'000

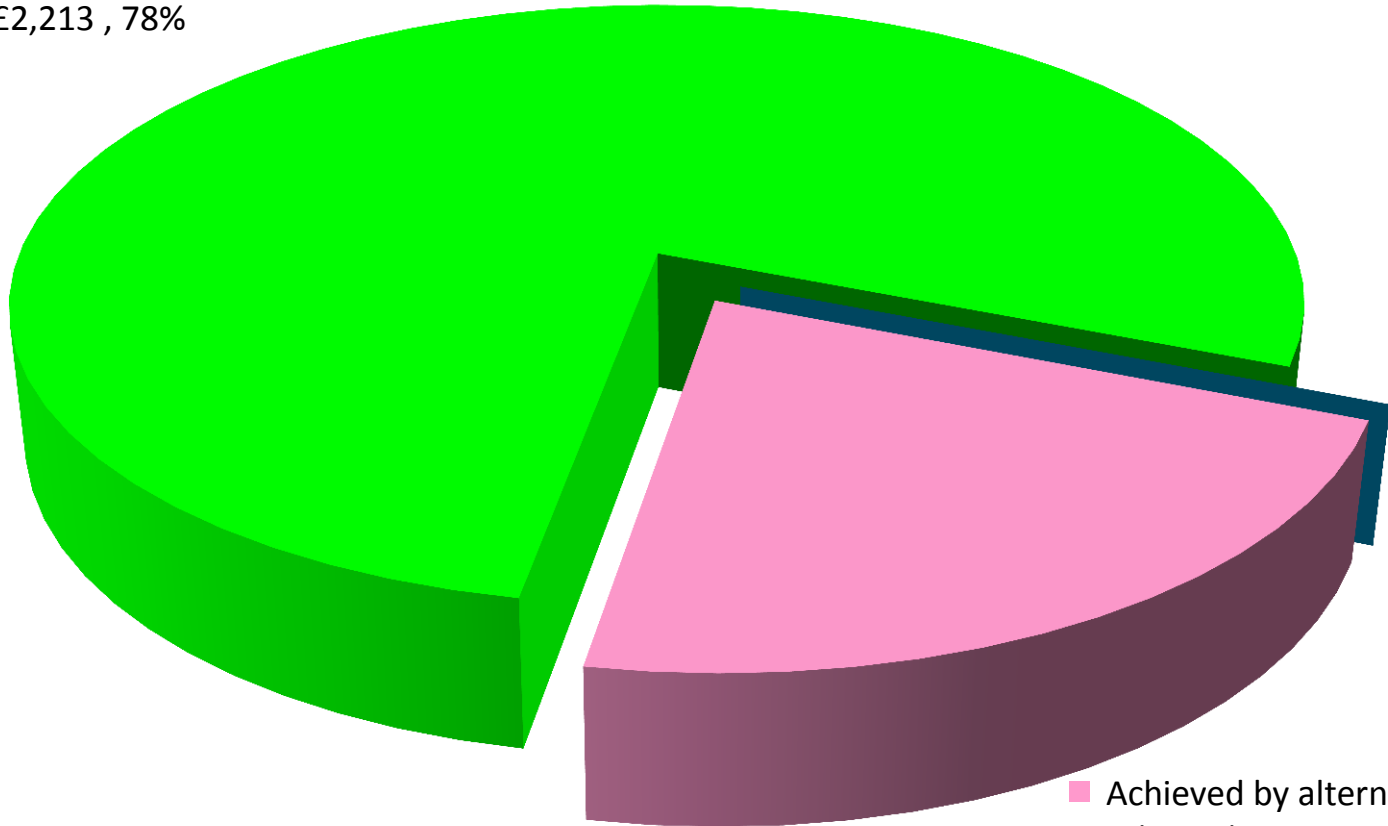


FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

Status	Saving £'000
Delivered as per FP	£ 8,272
Profiled to be achieved	£ 323
Achieved by alternative (Perm)	£ 188
Achieved by alternative (Temp)	£ 3,577
	<u>12,360</u>

Chief Executive & Other Efficiency Savings Progress £'000

■ Delivered as per FP,
£2,213 , 78%



■ Profiled to be
achieved, £- , 0%

■ Achieved by alternative
(Temp), £618 , 22%

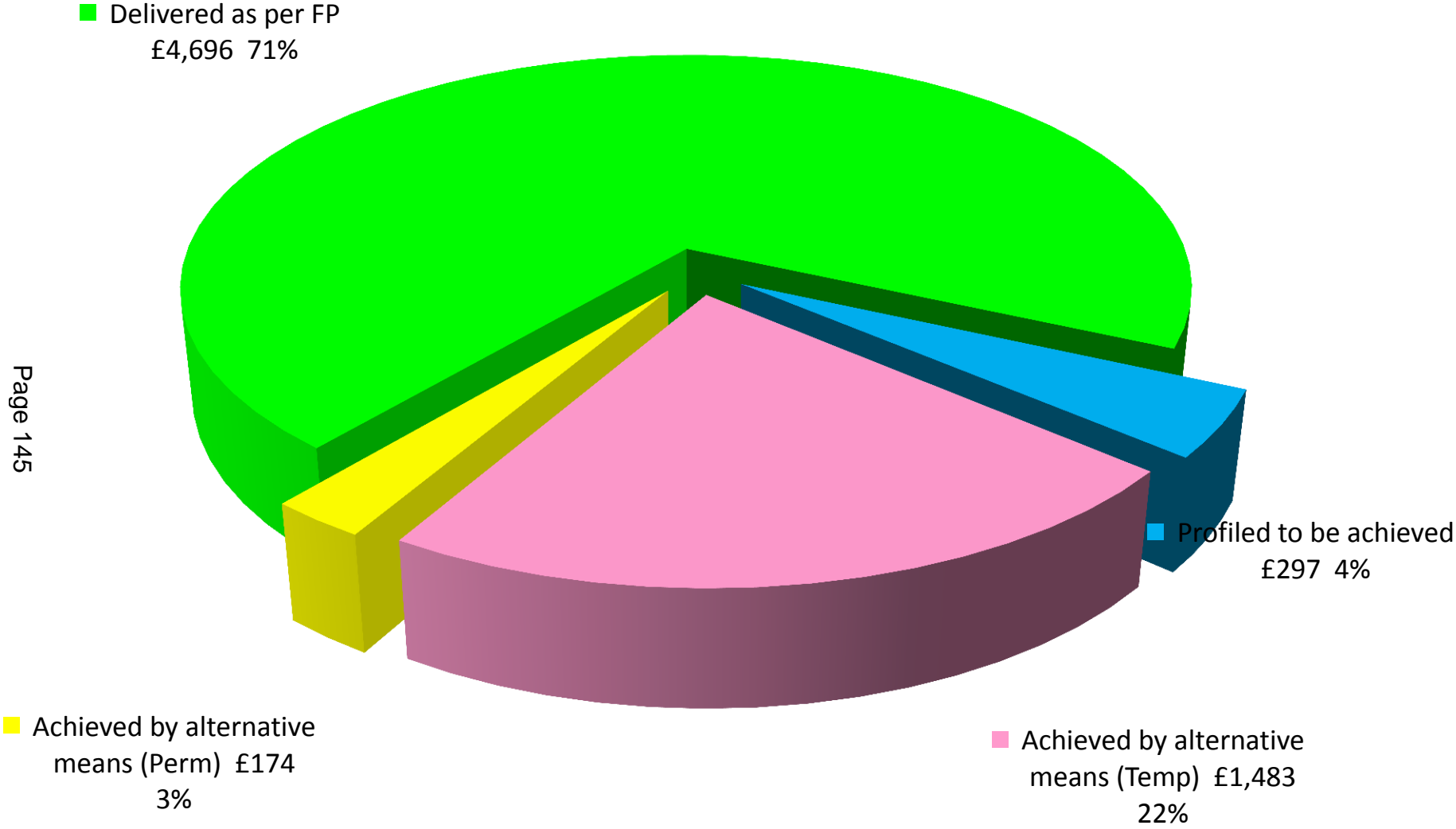
FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

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	£ 2,213
Savings in Housing Strategy & Services	11				11				Profiled to be achieved	£ -
HR - Reduction to training and occupational health	60				60				Achieved by alternative (Perm)	£ -
Reduction in management structure costs	110	110							Achieved by alternative (Temp)	£ 618
CYP Business Support and admin review	211	211							Not Achieved - Risk	£ -
Employee Benefits	70	31			39					
Reduce management fee to Sports Trusts	60	60								2,831
Cultural Services review	118	118								
Reduce the number of Halls and Community Centres	100	100								
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							Saving requirement brought forward from 2015/16 as only met temporarily last year	
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	
	2,831	2,213	0	0	618	0				

People Efficiency Savings Progress £'000



FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

PEOPLE

Savings :

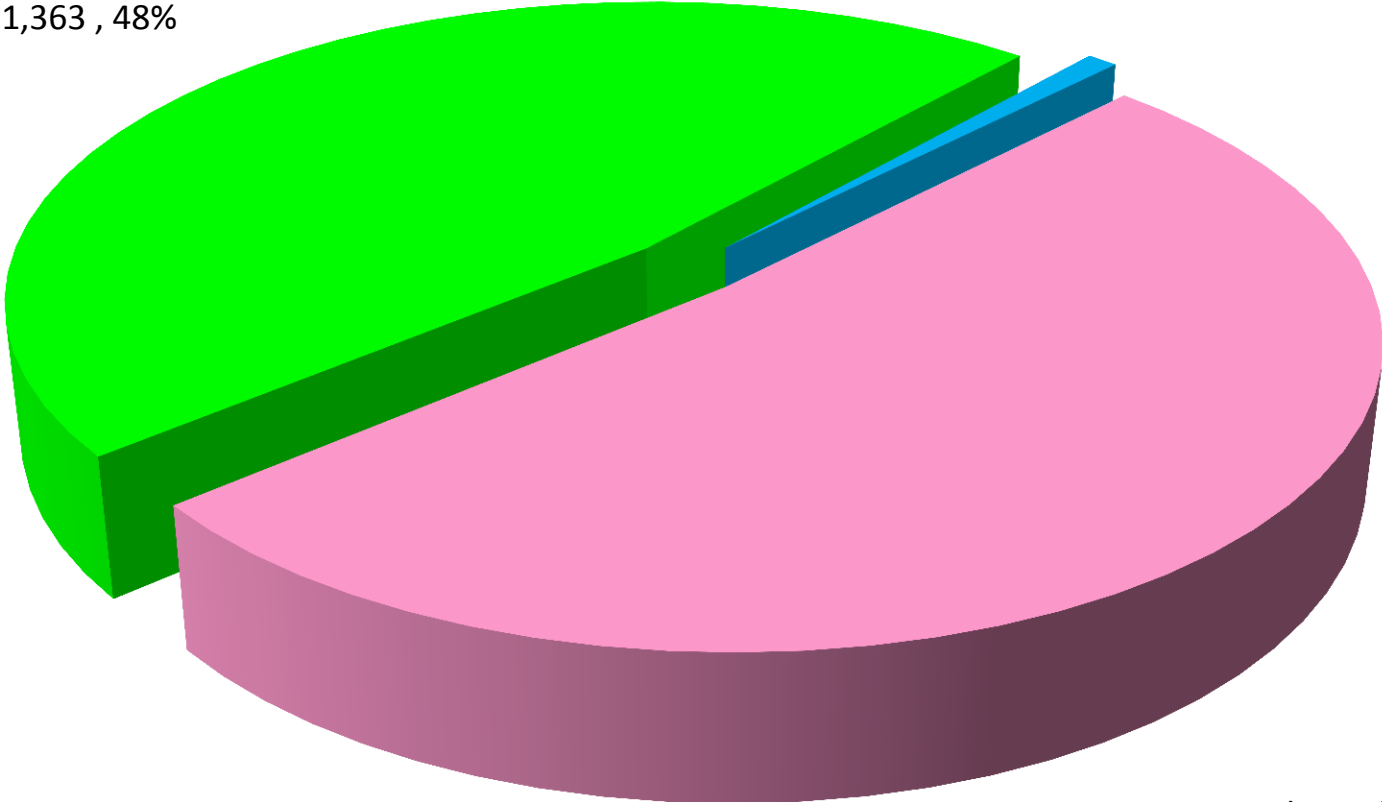
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
CYP management review	234	234							Delivered as per FP	£ 4,696
Delivery of Inclusion for All	612	524			88				Profiled to be achieved	£ 297
Early Year review	571	571							Achieved by alternative means (Temp)	£ 1,483
Learning Delivery Framework review	454	354			100				Achieved by alternative means (Perm)	£ 174
Focused education delivery	318	238			80				Not Achieved - Risk	£ -
Redesign of elements of the Children & Families Social Work service	350	280			70					
Closing the Gap	460	460								6,650
Review of business management & specialist posts	300	247			53					
CYP Business Support and admin review	100				100					
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	14		66	90					
Implementation of Arms-Length Organisation	547				547					
Review of contracts with voluntary organisations	58	58								
Review of contracts and commissioning arrangements	320	120	97		103					
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						
Strategy for Supporting Independence	100		100							
Review Day Services for Older People	102	2			100					
Review Provision of Secondary Education	18			18						
More efficient use of premises for evening lets (2014-15 Full Year Effect)	45				45					
	6,650	4,696	297	174	1,483	0				

Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year

Place Efficiency Savings Progress £'000

■ Delivered as per FP,
£1,363 , 48%

■ Profiled to be achieved
£26 1%



■ Achieved by alternative
(Temp) £1,476 51%

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	£ 1,363
Review of delivery of Council Welfare Benefits service	72	72							Profiled to be achieved	£ 26
Savings within Audit & Risk	43	43							Achieved by alternative (Perm)	£ 14
Restructuring of the Planning Service	30	30							Achieved by alternative (Temp)	£ 1,476
Permanent manpower saving from the Planning structure	45	33				12			Not Achieved - Risk	£ -
Temporary manpower saving from the Planning structure	28	28								
Property & Facilities	75	45				30				
Savings within Customer Services	106	106								
Review of Service Directorate	250	60				190				
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			14		55				
Asset disposal & estate rationalisation	0		0							
Energy Efficiency project	88	62	26							
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	28				172				
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	17				18				
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	39				111				
Review of Neighbourhood Services	192	89				103				
Review of Passenger Transport	33	33								
Savings from rates appeals	46					46				
Savings from rates appeals	20					20				
	2,879	1,363	26	14	1,476	0				

Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year

PROJECTED BALANCES AT 31 MARCH 2017

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2017

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. The monitoring position reported to the Executive Committee in both August and November 2016 reflected a balance of £5.638m in line with the approved Financial Strategy. The projected balance as at 31 March 2017 remains £5.638m assuming a balanced outturn position is delivered in 2016/17.
- 1.3 The Council's allocated reserve balance was £3.360m at 31 March 2016 and is projected to be £6.215m at 31 March 2017 which is £0.714m more than reported to the November Executive Committee as a result of:
- an allocation of £0.539m towards IT transformation;
 - an allocation of £0.200m to add to the Winter Maintenance reserve (now named Adverse Weather); and
 - a draw down of £0.025m from the ER/VS reserve to fund 2016/17 commitments.
- 1.4 The total of all useable balances, excluding developer contributions, at 31 March 2017 is projected to be £23.298m, compared to £31.163m at 31 March 2016. The difference relates almost entirely to movements in earmarking between the two years.
- 1.5 The projected balance on the Capital Fund of £0.791m 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 projected revenue balances as at 31 March 2017 as per Appendices 1 & 2; and**
- (b) 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 are projected at 31 March 2017 as follows:

	Projected Balances as at 31/03/17 £m
BALANCES	
Earmarked Balances (non DSM)	3.192
Earmarked Balances (DSM)	1.419
Allocated Balances	6.215
General Fund (Unallocated Reserve)	5.638
Corporate Property Repairs & Renewals Fund	0
Insurance Fund	1.321
Plant & Vehicles Renewals Fund	4.722
Capital Fund (exc. Developer Contributions)	0.791
	23.298

4 BALANCES AT 31 MARCH 2017

4.1 UNALLOCATED BALANCES

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 RISKS

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.

4.3 ALLOCATED BALANCES

All movements in Allocated Balances during 2016/17 are set out in the table below. The Winter Maintenance reserve has been increased by £0.200m from remaining flood grant monies, the reserve has now been renamed Adverse Weather to provide balances for a wider range of weather effects:

ALLOCATED BALANCES	Balance 31 March 2016 £m	Increase during 2016/17 £m	Released during 2016/17 £m	Projected Balance 31 March 2017 £m
Children's Placements Financial Plan	0.270	0	(0.270)	0
Project funding from Police & Fire reserves	0.031	0	(0.031)	0
SB Cares (PVG checks)	0.052	0	(0.052)	0
CFCRs not yet applied to capital 2014/15	0.228	0	(0.025)	0.203
General Financial Plan	0.322	1.506	(0.322)	1.506
Municipal Mutual	0.368	0	(0.126)	0.242
Adverse Weather (previously Winter Maintenance)	0.650	0.200	0	0.850
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0.539	0	(0.025)	0.514
IT transformation	0.600	2.000	0	2.600
Total	3.360	3.706	(0.851)	6.215

4.4 **CAPITAL FUND**

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.

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.

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
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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)	256,889				256,889
Projected Net Revenue Expenditure	(263,573)				(263,573)
Earmarked Balances from previous year	11,049	(1,905)	(9,144)		0
Earmarked Balances to future years	(3,155)	1,419	1,736		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
2016/17 underspend to IT Transformation in 2017/18	(177)			177	0
2016/17 underspend in Loan Charges to Financial Plan allocated reserve	(1,506)			1,506	0
Drawdown from ERVS Allocated Reserve	25			(25)	0
Transfer of Earmarked Reserve for adverse weather			(200)	200	0
2016/17 underspend to IT Transformation in 2017/18	(539)			539	0
Projected Balance at 31 March 2017	5,638	1,419	3,207	6,215	16,478

Allocated Reserves

	Allocated 2015/16 £'000	Balance £'000	Allocated 2016/17 £'000	Balance £'000
2013/14 :				
Winter Maintenance	650	0	0	650
Childcare Placements	650	380	270	0
Financial Plan	450	128	322	0
Ring fenced Revenue for Capital	345	345	0	0
Ctt'd returned Police & Fire Reserves	122	91	31	0
Municipal Mutual	400	32	126	242
	<u>2,617</u>	<u>976</u>	<u>1,641</u>	<u>892</u>
2014/15 :				
CFCR's not yet applied to capital	262	34	25	203
SB Cares PVG checks / residential care home uplift SB Cares	100	48	52	0
Contribution to Energy Efficiency & Change Fund	300	0	0	300
Provision for Roads Maintenance	100	100	0	0
	<u>762</u>	<u>182</u>	<u>77</u>	<u>503</u>
	3,379	1,158	826	1,395
2015/16 :				
Income from Heritable to allocated reserve for ERVS		-201	25	176
Write back review of bad debt provision to allocated reserve for ERVS		-338	338	338
Write back review of bad debt provision to allocated reserve for IT Transformation		-600	600	600
Drawdown of balances for Council's contribution towards Bellwin Scheme claim		0	0	0
	<u>0</u>	<u>-1,139</u>	<u>1,139</u>	<u>1,114</u>
2016/17 :				
Allocation of 2015/16 underspend to IT transformation			-1284	1284
IT Transformation in 2017/18			-716	716
Financial Plan allocated reserve			-1506	1506

Adverse weather

				-200	200
	0	0	0	-3,706	3,706
	3,379	19	3,360	-2,855	6,215

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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	2,036	1,773	5,985
	<u>2,278</u>	<u>7,224</u>	<u>3,094</u>	<u>12,595</u>
Projected Expenditure	2,278	2,502	1,773	6,553
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2017	<u>-</u>	<u>4,722</u>	<u>1,321</u>	<u>6,042</u>

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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	342
Education & Lifelong Learning	1,983	2,584
Planning & Economic Development	-	-
Social Work - Affordable Housing	556	595
Accrued Interest	491	491
Sub Total Developer Contributions	<u>3,372</u>	<u>4,030</u>
Capital Receipts	1,390	791
Total	<u><u>4,762</u></u>	<u><u>4,821</u></u>

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MONITORING OF THE CAPITAL FINANCIAL PLAN 2016/17

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2017

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 31 December 2016. Key issues identified in these tables are summarised within the main report.
- 1.3 The tables identify a projected net variance of £3.006m against the approved budget.
- 1.4 The net in-year budget increase of £0.544m is primarily due to an increase in the projection for the Plant and Vehicle Replacement of £0.366m, fully funded from the P&V Fund which the remainder being additional external funding secured for a number of projects.
- 1.5 The net budget timing movements to future years amount to £3.535m, the most significant of which are £0.790m for Roads and Bridges, £0.225m for Wilton Lodge Park, £0.500m for Energy Efficiency Works and £0.463m for School Refurbishment and Capacity. Appendix 3 contains a summarised list of timing and budget movements within the 2016/17 Capital Plan.
- 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 in Appendix 1 as the revised capital budget; and Approves the virements as detailed in Appendix 3**
- (b) Notes the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 2 under delegated authority;**
- (c) Notes the list of block allocations detailed in Appendix 2; and**
- (d) Notes the list of whole project costs detailed in Appendix 4**

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 Executive 15 November 2016		67,579
In Year Budget Movements/Technical Adjustments:		
Council 22 December 2016	(5,375)	
In Year Budget Movements		<u>(5,375)</u>
Latest Approved Capital Plan 2016/17 at 31 December 2016		<u><u>62,204</u></u>

- 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 third 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 31 December 2016 is shown together with the projected outturn for the full financial year and where appropriate contains an explanation of budget movements. Appendix 2 also contains any budget and timing movements approved by the Chief Financial Officer and Service Director Assets & Infrastructure under the Financial Regulations approved in June 2016.
- 4.2 The actual expenditure to 31 December 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 £0.366m to reflect the current projected purchases for items anticipated to be delivered this financial year. The projected purchases are being fully funded from the Plant & Vehicle Replacement Fund.

5.3 Place – Road & Transport Infrastructure

(a) Roads & Bridges - including RAMP and Winter Damage/Slopes

A timing movement of £0.790m is required to 2018/19 to reflect the updated programme of works which are circulated to elected members on a quarterly basis.

(b) Innerleithen to Walkerburn – Shared Access Route

The budget is being grossed up by £0.100m to reflect an award of funding from SUSTrans. Works will be undertaken in the current financial year.

5.4 Flood and Coastal Protection

Flood Studies

The successful tenderer for the studies was appointed in late January after a thorough procurement process. These flood studies are a type of project never before undertaken by the Council under the new Flood Act and required significant preparation of the project scope before tendering could commence. This has resulted in a timing movement of £0.120m to 2017/18.

5.5 Place – Land and Property Infrastructure

(a) Wilton Lodge Park

The new destination play park will be completed in February 2017. The new café is well underway, however construction will now not be completed until May 2017. The Gilbert Fountain landscaping will be completed this financial year, but the fountain refurbishment will be in 2017/18. These delays have resulted in a timing movement of £0.225m to 2017/18, the majority of which is externally funded.

(b) Combined Depot Enhancements

Works on projects continuing, however a timing movement of £0.171m is required to 2017/18 as detailed solutions for depot security have still to be finalised before works can be instructed.

(c) Demolition and Site Preparation Block

The current year allocation of this block has been revised, mainly due to demolition works in Eyemouth being put on hold until the outcomes of the Eyemouth Masterplan are confirmed. A timing movement of £0.157m to 2017/18 is required. The detail of the

changes in the block allocation is shown in Appendix 2.

(d) **Energy Efficiency Works**

The LED lighting replacement project is continuing, with schools and the HQ campus the priority to achieve revenue savings as quickly as possible. The Energy Officer will be in post in April 2017 and will be progressing further LED projects and projects to install solar panels, requiring reprofiling of £0.500m from 2016/17 to 2017/18. The Salix match funded capital works for the year will be completed.

5.6 **People – School Infrastructure**

School Refurbishment and Capacity Block

Due to works at Hawick High School to refurbish classrooms and replace windows starting later than originally planned, a timing movement of £0.130m is required. Budget of £0.260m is being allocated to re-orientate classrooms on the Galashiels Academy campus, as the main works will be undertaken in 2017/18, a timing movement of £0.250m is required. The remaining budget of £0.083m is to be carried forward to be allocated to projects in 2017/18.

5.7 **People – Social Care Infrastructure**

Residential Care Home Upgrade Block

The works at Saltgreens are complete. The major refurbishment works at Waverly are progressing well, however a timing movement of £0.185m is required to align with the contractors remaining works profile.

5.8 **Emergency & Unplanned Schemes**

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

	£000s
Budget as Approved at Executive 15 November 2016	48
Underspend for Railway Black Path	18
Underspend for Tweedbank Traffic Calming	22
Projected Balance	88

5.9 **Capital Funding**

As a result of the £3.006m 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 December 2016, actual expenditure totalled £31.627million which represents 53% 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
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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
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Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

SUMMARY	2016/17						2017/18			2018/19		
	Actual to 31/12/16	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	4,367	9,040	9,849	(809)	(851)	42	7,707	1,131	8,838	7,258	0	7,258
Flood and Coastal Protection	6,445	7,945	8,164	(219)	(219)	0	1,589	219	1,808	1,568	0	1,568
Waste Management	330	891	966	(75)	(75)	0	5,674	50	5,724	580	25	605
Land and Property Infrastructure	2,481	5,015	6,062	(1,047)	(1,172)	125	3,064	1,222	4,286	2,721	0	2,721
TOTAL PLACE	13,623	22,891	25,041	(2,150)	(2,317)	167	18,034	2,622	20,656	12,127	25	12,152
PEOPLE												
School Estate	12,648	22,005	22,729	(724)	(641)	(83)	11,442	641	12,083	3,959	0	3,959
Social Care Infrastructure	1,033	1,530	1,798	(268)	(268)	0	0	268	268	0	0	0
Sports Infrastructure	333	619	664	(45)	(46)	1	384	46	430	290	0	290
Culture and Heritage	71	101	246	(145)	(145)	0	1,232	145	1,377	1,146	0	1,146
TOTAL PEOPLE	14,085	24,255	25,437	(1,182)	(1,100)	(82)	13,058	1,100	14,158	5,395	0	5,395
CHIEF EXECUTIVE												
Sports Infrastructure	968	1,291	1,291	0	0	0	825	0	825	3	0	3
Economic Regeneration	59	169	196	(27)	(64)	37	2,036	139	2,175	3,120	0	3,120
Chief Executive Other	578	7,911	7,964	(53)	(53)	0	2,729	53	2,782	3,540	0	3,540
TOTAL CHIEF EXECUTIVE	1,605	9,371	9,451	(80)	(117)	37	5,590	192	5,782	6,663	0	6,663
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	2,240	2,502	2,136	366	0	366	2,000	0	2,000	2,000	0	2,000
Other Fleet	74	91	91	0	0	0	0	0	0	0	0	0
TOTAL OTHER	2,314	2,593	2,227	366	0	366	2,000	0	2,000	2,300	0	2,300
Emergency/Unplanned Schemes	0	88	48	40	0	40	201	0	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	31,627	59,198	62,204	(3,006)	(3,534)	528	31,996	3,914	35,910	31,710	25	31,735

PLACE	R A G	2016/17					2017/18			2018/19			
		Actual to 31/12/16	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													
	A	38	120	120	0	0	0	340	0	340	5	0	5
	G	129	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	3,131	5,970	6,760	(790)	(790)	0	3,560	790	4,350	3,710	0	3,710
	A	109	218	218	0	0	0	200	0	200	200	0	200
	G	766	1,556	1,556	0	0	0	2,100	0	2,100	0	0	0
	A	21	42	42	0	0	0	50	0	50	50	0	50
	G	61	145	145	0	0	0	157	0	157	182	0	182
	A	7	28	54	(26)	(26)	0	200	26	226	1,916	0	1,916
	A	32	37	37	0	0	0	400	60	460	0	0	0
	A	55	192	92	100	0	100	61	0	61	265	0	265
	A	0	35	70	(35)	(35)	0	25	35	60	450	0	450
	G	0	270	270	0	0	0	450	0	450	380	0	380
	A	11	95	95	0	0	0	14	220	234	0	0	0
	A	7	30	48	(18)	0	(18)	0	0	0	0	0	0
	A	0	0	40	(40)	0	(40)	0	0	0	0	0	0
	G	0	117	117	0	0	0	0	0	0	0	0	0
		4,367	9,040	9,849	(809)	(851)	42	7,707	1,131	8,838	7,258	0	7,258
Flood and Coastal Protection													
	G	12	50	50	0	0	0	0	0	0	0	0	0
	G	5,506	6,482	6,482	0	0	0	485	0	485	0	0	0
	A	837	1,053	1,053	0	0	0	945	0	945	1,404	0	1,404
	G	23	34	34	0	0	0	0	0	0	0	0	0
	A	46	241	340	(99)	(99)	0	159	99	258	164	0	164
	A	21	85	205	(120)	(120)	0	0	120	120	0	0	0
		6,445	7,945	8,164	(219)	(219)	0	1,589	219	1,808	1,568	0	1,568

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

PLACE		2016/17						2017/18			2018/19		
		Actual to 31/12/16	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
Waste Management													
	A	55	175	200	(25)	(25)	0	216	0	216	354	25	379
	G	22	45	45	0	0	0	46	0	46	48	0	48
	A	7	19	69	(50)	(50)	0	20	50	70	23	0	23
	G	27	34	34	0	0	0	0	0	0	0	0	0
	G	0	54	54	0	0	0	0	0	0	0	0	0
	G	0	10	10	0	0	0	257	0	257	0	0	0
	G	167	357	357	0	0	0	5,135	0	5,135	9	0	9
	G	7	12	12	0	0	0	0	0	0	0	0	0
	G	48	152	152	0	0	0	0	0	0	146	0	146
	G	0	32	32	0	0	0	0	0	0	0	0	0
	G	0	1	1	0	0	0	0	0	0	0	0	0
		330	891	966	(75)	(75)	0	5,674	50	5,724	580	25	605
Land and Property Infrastructure													
	A	25	101	109	(8)	(8)	0	52	8	60	53	0	53
	G	4	19	19	0	0	0	0	0	0	0	0	0
	G	12	66	66	0	0	0	50	0	50	50	0	50
	G	0	3	3	0	0	0	0	0	0	0	0	0
	A	666	1,653	1,878	(225)	(225)	0	101	225	326	0	0	0
	A	23	92	263	(171)	(171)	0	124	171	295	0	0	0
	A	185	459	404	55	0	55	85	0	85	435	0	435
	G	52	57	57	0	0	0	50	0	50	50	0	50
	A	17	123	102	21	0	21	200	0	200	200	0	200
	A	314	430	489	(59)	0	(59)	430	0	430	430	0	430
	G	101	149	166	(17)	0	(17)	150	0	150	150	0	150
	G	2	20	20	0	0	0	20	0	20	20	0	20
	A	55	75	232	(157)	(157)	0	170	157	327	0	0	0
	A	0	50	0	50	(50)	100	0	100	100	0	0	0
	G	97	163	188	(25)	(25)	0	200	25	225	200	0	200
	A	31	75	108	(33)	(33)	0	62	33	95	38	0	38
	G	54	54	51	3	0	3	50	0	50	50	0	50
	A	671	1,002	1,502	(500)	(500)	0	1,070	500	1,570	1,045	0	1,045
	G	0	0	3	(3)	(3)	0	0	3	3	0	0	0
	A	0	2	2	0	0	0	0	0	0	0	0	0
	G	10	10	10	0	0	0	0	0	0	0	0	0
	G	162	162	140	22	0	22	0	0	0	0	0	0
	G	0	250	250	0	0	0	250	0	250	0	0	0
		2,481	5,015	6,062	(1,047)	(1,172)	125	3,064	1,222	4,286	2,721	0	2,721
TOTAL PLACE		13,623	22,891	25,041	(2,150)	(2,317)	167	18,034	2,622	20,656	12,127	25	12,152

PLACE**Road & Transport Infrastructure**

Galashiels Developments - GIRR5	Future years budgets potentially earmarked for Tapestry project if external funding is insufficient to cover costs. Position will be known in Summer 2017.
Roads & Bridges - including RAMP and Winter Damage/Slopes	Timing movement to 2017/18 in line with notified programme. Works are well underway however there is a risk that inclement weather could affect delivery.
Lighting Asset Management Plan	Reallocation within block required as detailed in Appendix 2.
Accident Investigation Prevention Schemes Block	Reallocation within block required as detailed in Appendix 2.
A72 Dirtpot Corner - Road Safety Works	Timing movement to 2017/18 is required however this will not impact on overall programme.
Selkirk Town Centre (Streetscape works)	Gross up additional income from Transport Scotland for 2017/18 as contribution to Streetscape works.
Innerleithen to Walkerburn - Shared Access Route	Gross up additional income from SUStrans.
Union Chain Bridge	Timing movement sought to 2017/18. A report will be presented to the Executive in March 2017 to update on the project progress.
Engineering Minor Works	Gross up road bond income for 3 new schemes in Galashiels, West Linton and Selkirk in 2017/18. Reallocation within block in 2016/17 as detailed in Appendix 2.
Railway Black Path	Reallocation of block required and return of savings identified to Emergency and Unplanned.
Tweedbank Traffic Calming	Gross down of income from Transport Scotland and return of savings to Emergency and Unplanned. Traffic calming no longer required after consultation with the Community Council.

Flood and Coastal Protection

Hawick Flood Protection	Report to be presented to Council in February to commence statutory approval process. Statutory approval process consultation estimate based on Selkirk. Hawick more urban so higher risk of objections. Enabling works estimate based on Selkirk, risk this may be higher. Clarify during detailed design.
General Flood Protection Block	Reallocation within block required as detailed in Appendix 2.
Flood Studies	Procurement complete, tender awarded late January. Timing movement to 2017/18 required.

Waste Management

Easter Langlee Cell Provision	Small timing movement to 2018/19 in line with programme of delivery.
Easter Langlee Leachate Management Facility	Progress on a solution to discharge from the lower lagoon straight to the Allan Water, in periods of high rainfall, was progressing well at the end of 2016, however there is now nervousness within SEPA to approve this approach without further consideration, as it will set a precedent for the rest of Scotland. Therefore the investment in telemetry infrastructure is not likely to be achievable in 2016/17 resulting in a timing movement to 2017/18.

Land and Property Infrastructure

Play Facilities	Timing movement to 2017/18 is required for Ninian's Haugh, Peebles.
Wilton Lodge Park	The café will not be complete until May 2017 and the works on the Gilbert Fountain refurbishment will not be undertaken until the new financial year, resulting in a timing movement of £225k to 2017/18.
Combined Depot Enhancements	Timing movement to 2017/18 required due to various service reviews and service rationalisation with the aim of best value has impacted on the programme delivery, as detailed in Appendix 2.
Structural/H&S Works Block	Reallocation within block required as detailed in Appendix 2.
Asbestos Management Block	Reallocation within block required as detailed in Appendix 2.
Building Systems Efficiency Upgrades Block	Reallocation within block required as detailed in Appendix 2.
Building Thermal Efficiency Upgrades Block	Reallocation within block required as detailed in Appendix 2.
Electrical Infrastructure Upgrades Block	Reallocation within block required as detailed in Appendix 2.
Demolition & Site Preparation Block	Timing movement to 2017/18 is required as detailed in Appendix 2.
Galashiels Masterplan	New project funded by virement from School Estate Review £75k and gross up of budget £75k match funded by Scottish Futures Trust, profiled over 16/17 and 17/18. Project is part of the wider Borders Railway Blueprint, part funded by Scottish Futures Trust and is a review of the Galashiels area, including schools and will regenerate the area.
Office Accommodation Transformation Block	Timing movement to 2017/18 is required.
Contaminated Land Block	Timing movement to 2017/18 is required.
Cleaning Equipment Replacement Block	CFCR from Revenue for Overspend
Energy Efficiency Works	LED projects progressing, solar panel projects will be in 2017/18, timing movement required.
Bannerfield Play Area	Timing movement to 2017/18 is required.
Ninians Haugh , Peebles	Timing movement to 2017/18 is required.
HQ Main Office Block	CFCR from Revenue for Overspend

Scottish Borders Council Capital Financial Plan 2016/17 TO 2018/19		2016/17						2017/18			2018/19		
PEOPLE	R A G	Actual	Projected	Latest	Variance	Timing	Budget	Latest	Variance	Projected	Latest	Variance	Projected
		to 31/12/16	Projected Outturn	Approved Budget		Movement Fwd (Bwd)	Movement	Approved Budget		Budget	Approved Budget		Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
School Estate													
West Linton Primary School	G	(10)	10	10	0	0	0	0	0	0	0	0	0
Duns Primary School & Locality Support Centre	G	4,895	7,294	7,294	0	0	0	60	0	60	0	0	0
Kelso High School	G	66	240	240	0	0	0	200	0	200	0	0	0
School Estate Review	A	2	5	80	(75)	0	(75)	0	0	0	0	0	0
Clovenfords Primary School	G	1	0	0	0	0	0	0	0	0	0	0	0
Langlee Primary School	G	4,260	7,079	7,079	0	0	0	2,929	0	2,929	2	0	2
Broomlands Primary School	G	820	3,526	3,526	0	0	0	5,227	0	5,227	377	0	377
School Health & Safety Block	A	399	564	629	(65)	(65)	0	200	65	265	200	0	200
School Refurbishment & Capacity Block	A	13	228	691	(463)	(463)	0	1,140	463	1,603	3,030	0	3,030
School Kitchen Improvement Block	A	0	43	43	0	0	0	55	0	55	200	0	200
Complex Needs - Central Education Base	A	1,286	1,611	1,611	0	0	0	6	0	6	0	0	0
Earlston MUGA	A	0	54	110	(56)	(48)	(8)	0	48	48	0	0	0
Equality Act School Adaptations (DDA) Block	A	110	172	192	(20)	(20)	0	150	20	170	150	0	150
Stow PS Accommodation Works	G	0	5	5	0	0	0	0	0	0	0	0	0
Early Learning & Childcare Block	A	806	1,174	1,219	(45)	(45)	0	1,475	45	1,520	0	0	0
		12,648	22,005	22,729	(724)	(641)	(83)	11,442	641	12,083	3,959	0	3,959
Social Care Infrastructure													
Residential Care Home Upgrade Block	A	942	1,234	1,419	(185)	(185)	0	0	185	185	0	0	0
Telecare	A	0	0	83	(83)	(83)	0	0	83	83	0	0	0
BAES Relocation: Autoclave	G	0	87	87	0	0	0	0	0	0	0	0	0
Fire Compartments	G	3	0	0	0	0	0	0	0	0	0	0	0
Residential Care Home Sluice Works	G	88	209	209	0	0	0	0	0	0	0	0	0
		1,033	1,530	1,798	(268)	(268)	0	0	268	268	0	0	0
Sports Infrastructure													
Sports Trusts - Plant & Services - Integrated Sports & Culture Trust	A	333	619	664	(45)	(46)	1	290	46	336	290	0	290
Synthetic Pitch Replacement Fund	G	0	0	0	0	0	0	94	0	94	0	0	0
		333	619	664	(45)	(46)	1	384	46	430	290	0	290
Culture and Heritage													
Jim Clark Museum	A	59	71	146	(75)	(75)	0	902	75	977	386	0	386
Sir Walter Scott Court House - Phase 1	G	4	20	20	0	0	0	280	0	280	0	0	0
Sir Walter Scott Court House - Phase 2	A	8	10	80	(70)	(70)	0	50	70	120	760	0	760
		71	101	246	(145)	(145)	0	1,232	145	1,377	1,146	0	1,146
TOTAL PEOPLE		14,085	24,255	25,437	(1,182)	(1,100)	(82)	13,058	1,100	14,158	5,395	0	5,395

PEOPLE

School Estate

School Estate Review	Budget reallocated to Galashiels Masterplan.
School Health & Safety Block	Timing movements into 17/18 for projects which cannot be completed in 16/17. New projects for High School Security works and £15k virement from savings at Earlston windows. Reallocation within block detailed in Appendix 2.
School Refurbishment & Capacity Block	New project at Galashiels Academy. Timing movements to 17/18 for projects where works are ongoing into next financial year. Reallocation within block detailed in Appendix 2.
School Kitchen Improvement Block	Wrapping and labelling machine purchase delayed. Virement required to increase budget for project at Eddleston to provide full production kitchen. Reallocation within block detailed in Appendix 2.
Complex Needs - Central Education Base	Contractor reporting behind schedule. Project expected to come in within budget.
Earlston MUGA	MUGA surface & landscaping cannot be completed until April 2017 due to weather restrictions, resulting in a timing movement to 17/18. Gross down of budget to reflect reduction in CFCR contribution (£8k).
Equality Act School Adaptations (DDA) Block	Virement of savings at Heriot, Burnfoot, St Peters and Gala Academy to Newtown PS to meet shortfall. Timing movement to 17/18 at Melrose PS for link way - additional budget will be allocated next financial year to progress project. Reallocation within block detailed in Appendix 2.
Early Learning & Childcare Block	Timing movement to 17/18 for St Ronans PS as the project cannot be completed this financial year. New project identified for St Boswells Nursery extension with budget allocated this year for utilities and main works planned for 17/18. Reallocation within block detailed in Appendix 2.

Social Care Infrastructure

Residential Care Home Upgrade Block	Rephasing of budget required to reflect the contractors finalised programme.
Telecare	Work to replace the PNC system is progressing well but it will not be in place until next financial year resulting in a timing movement to 2017/18.

Sports Infrastructure

Sports Trusts - Plant & Services - Integrated Sports & Culture Trust	Virement from Unallocated to BREST for current year and unused allocation from previous years. Virement from Jedburgh FLT to two sub projects - LED lighting and refurbishment plus timing movement to 17/18 as main project works will be next financial year. Selkirk LC £30k overspend - virement from Plant & Asset replacement to meet shortfall. Reallocations within block detailed in Appendix 2.
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Culture and Heritage

Jim Clark Museum	Timing movement to 2017/18 to allow for development of stage 2 HLF submission.
Sir Walter Scott Court House - Phase 2	Timing movement to 2017/18 to allow stakeholder engagement on revised proposals.

Scottish Borders Council Capital Financial Plan 2016/17 TO 2018/19		2016/17						2017/18			2018/19		
		Actual to 31/12/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
CHIEF EXECUTIVE		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sports Infrastructure													
	Selkirk 2G Synthetic Pitch	G	6	30	30	0	0	0	0	0	0	0	0
	Peebles 3G Synthetic Pitch	G	19	0	0	0	0	0	0	0	0	0	0
	Jedburgh 3G Synthetic Pitch	G	14	62	62	0	0	0	787	0	787	3	0
	Hawick 3G Synthetic Pitch	G	929	1,199	1,199	0	0	0	38	0	38	0	0
			968	1,291	1,291	0	0	0	825	0	825	3	0
Economic Regeneration													
	Central Borders Business Park	A	4	50	89	(39)	(64)	25	2,000	139	2,139	3,000	0
	Newtown St Boswells Village Centre	G	0	0	0	0	0	0	36	0	36	20	0
	Borders Town Centre Regeneration Block	G	0	0	0	0	0	0	0	0	0	100	0
	Eymouth Seafood Technology Park	G	1	5	5	0	0	0	0	0	0	0	0
	Borders Railway Stations	A	54	114	102	12	0	12	0	0	0	0	0
			59	169	196	(27)	(64)	37	2,036	139	2,175	3,120	0
Chief Executive Other													
	ICT Transformation	G	0	6,961	6,961	0	0	0	1,108	0	1,108	473	0
	Outwith CGI	G	362	397	397	0	0	0	80	0	80	80	0
	Inflight Projects	A	6	27	80	(53)	(53)	0	172	53	225	0	0
	Projects Funded from Revenue (IT)	G	0	10	10	0	0	0	0	0	0	0	0
	Great Tapestry of Scotland - Building	G	70	140	140	0	0	0	994	0	994	2,612	0
	Private Sector Housing Grant - Adaptations	G	140	376	376	0	0	0	375	0	375	375	0
			578	7,911	7,964	(53)	(53)	0	2,729	53	2,782	3,540	0
TOTAL CHIEF EXECUTIVE			1,605	9,371	9,451	(80)	(117)	37	5,590	192	5,782	6,663	0

CHIEF EXECUTIVE

Economic Regeneration

Central Borders Business Park	Gross up match funding from Blueprint Paper for 2016/17 (£25k) & 2017/18 (£75k) and a timing movement to 2017/18.
Borders Railway Stations	Gross up additional income received from Smarter Choices, Smarter Places.

Chief Executive Other

Inflight Projects	Timing movement to 2017/18 required.
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Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

		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
CAPITAL FINANCING		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Police & Fire Reserves												
	Borders Railway Stations	G	(81)	(81)	0	0	0	0	0	0	0	
			(81)	(81)	0	0	0	0	0	0	0	
CFCR												
	General Flood Protection Block	G	0	(8)	0	0	0	0	0	0	0	
	Easter Langlee Cell Provision (from Landfill Provision)	A	(135)	(160)	25	25	0	(216)	0	(216)	(354) (25) (379)	
	Play Facilities	G	(8)	(8)	0	0	0	0	0	0	0	
	Bannerfield Play Area	G	(3)	(3)	0	0	0	0	0	0	0	
	Wilton Lodge Park	G	(20)	(20)	0	0	0	(20)	0	(20)	0	
	Cleaning Equipment Replacement	A	(3)	0	(3)	0	(3)	0	0	0	0	
	HQ Main Office Block	A	(21)	0	(21)	0	(21)	0	0	0	0	
	School Health & Safety Block (Philiphaugh PS)	G	(30)	(30)	0	0	0	0	0	0	0	
	Earlston MUGA	A	(8)	(38)	30	22	8	0	(22)	(22)	0	
	Selkirk 2G Synthetic Pitch	G	(27)	(27)	0	0	0	0	0	0	0	
	Synthetic Pitch Replacement Fund	G	0	0	0	0	0	(94)	0	(94)	0	
	Sir Walter Scott Courtroom Interpretation	G	(4)	(4)	0	0	0	0	0	0	0	
	Projects funded from Revenue (IT)	G	(10)	(10)	0	0	0	0	0	0	0	
			(277)	(308)	31	47	(16)	(330)	(22)	(352)	(354) (25) (379)	
Specific Grants from Scottish Government												
	70		70	0	0	0	0	0	0	0	0	
	Cycling, Walking & Safer Streets	G	(125)	(125)	0	0	0	(157)	0	(157)	(182) 0 (182)	
	Galashiels Flood Protection	G	(29)	(29)	0	0	0	0	0	0	0	
	Selkirk Flood Protection	G	(6,480)	(6,480)	0	0	0	(388)	0	(388)	0	
	Hawick Flood Protection	G	(1,398)	(1,398)	0	0	0	0	0	0	(1,675) 0 (1,675)	
	Galashiels Masterplan	A	(25)	0	(25)	0	(25)	0	(50)	(50)	0	
	Duns Primary School (via Scottish Futures Trust)	G	(2,116)	(2,116)	0	0	0	0	0	0	0	
	Early Learning & Childcare	A	(1,161)	(1,206)	45	45	0	(1,475)	(45)	(1,520)	0	
	Other Fleet (Electric Vehicle Charging Points)	G	(91)	(91)	0	0	0	0	0	0	0	
			(11,355)	(11,375)	20	45	(25)	(2,020)	(95)	(2,115)	(1,857) 0 (1,857)	
Other External Grants & Contributions												
	Roads/SCOTS	G	(503)	(503)	0	0	0	0	0	0	0	
	Selkirk Town Centre (Streetscape works)	A	0	0	0	0	0	(100)	(60)	(160)	0	
	SUstrans (Various PLACE Projects)	G	(120)	(120)	0	0	0	0	0	0	0	
	Cycling, Walking & Safer Streets	G	(10)	(10)	0	0	0	0	0	0	0	
	Innerleithen - Walkerburn - Shared access route	A	(100)	0	(100)	0	(100)	(20)	0	(20)	(130) 0 (130)	
	Selkirk Wall	G	(7)	(7)	0	0	0	0	0	0	0	

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
Tweedbank Traffic Calming	G	0	(18)	18	0	18	0	0	0	0	0	0
Wilton Lodge Park (HLF)	A	(1,032)	(1,194)	162	162	0	(73)	(162)	(235)	0	0	0

CAPITAL FINANCING		R A G	2016/17					2017/18			2018/19		
			Projected	Latest	Variance	Timing	Budget	Latest	Variance	Projected	Latest	Variance	Projected
			Outturn	Approved Budget		Movement Fwd (Bwd)		Movement Budget			Approved Budget		
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Other External Grants & Contributions (cont'd)													
	Wilton Lodge Park (SUSTrans)	G	(100)	(100)	0	0	0	0	0	0	0	0	
	Gibson Park	G	(25)	(25)	0	0	0	0	0	0	0	0	
	Hutton Play Park	G	(8)	(8)	0	0	0	0	0	0	0	0	
	West Linton Lower Green	G	(8)	(8)	0	0	0	0	0	0	0	0	
	Kelso High School - Pitches (SportScotland)	G	(300)	(300)	0	0	0	0	0	0	0	0	
	Earlston MUGA	G	(46)	(46)	0	0	0	0	0	0	0	0	
	Jim Clark Museum	G	(33)	(33)	0	0	0	(503)	0	(503)	(196)	0	(196)
	Jedburgh 3G Synthetic Pitch	G	0	0	0	0	0	(300)	0	(300)	0	0	0
	Hawick 3G Synthetic Pitch	G	(300)	(300)	0	0	0	0	0	0	0	0	0
	Sir Walter Scott Court House - Phase 1	G	(14)	(14)	0	0	0	(191)	0	(191)	0	0	0
	Sir Walter Scott Court House - Phase 2	G	0	0	0	0	0	0	0	0	(460)	0	(460)
	Central Borders Business Park	A	(25)	0	(25)	0	(25)	(1,000)	(75)	(1,075)	0	0	0
	Great Tapestry of Scotland - Building	G	0	0	0	0	0	0	0	0	(1,600)	0	(1,600)
	Borders Railway Stations	A	(33)	(21)	(12)	0	(12)	0	0	0	0	0	0
			(2,664)	(2,707)	43	162	(119)	(2,187)	(297)	(2,484)	(2,386)	0	(2,386)
Developer Contributions													
	General	A	(111)	(121)	10	11	(1)	(100)	(11)	(111)	(100)	0	(100)
	Engineering Minor Works	A	(25)	(25)	0	0	0	(14)	(220)	(234)	0	0	0
	Clovenfords Play Park	G	(1)	(1)	0	0	0	0	0	0	0	0	0
	Broomlands Primary School	G	0	0	0	0	0	(365)	0	(365)	0	0	0
	Play Facilities	G	(35)	(35)	0	0	0	0	0	0	0	0	0
	Equality Act School Adaptations (DDA) Block	G	(16)	(16)	0	0	0	0	0	0	0	0	0
			(188)	(198)	10	11	(1)	(479)	(231)	(710)	(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	(11,318)	(11,438)	120	120	0	(11,000)	(120)	(11,120)	(11,000)	0	(11,000)
	Plant & Vehicle Fund	A	(2,502)	(2,136)	(366)	0	(366)	(2,000)	0	(2,000)	(2,000)	0	(2,000)
Borrowing													
	General Proposed Borrowing	A	(29,235)	(32,369)	3,150	3,150	0	(7,311)	(3,150)	(10,461)	(12,583)	0	(12,583)
	Fleet - P&V - Waste Collection - from Dept'al Rev.	G	0	0	0	0	0	0	0	0	(300)	0	(300)
	E Langlee Waste Transfer Station - from Dept'al Rev.	G	0	0	0	0	0	(4,569)	0	(4,569)	0	0	0
	Energy Efficiency Works - Salix	G	(300)	(300)	0	0	0	(300)	0	(300)	0	0	0
			(29,535)	(32,669)	3,150	3,150	0	(12,180)	(3,150)	(15,330)	(12,883)	0	(12,883)
TOTAL CAPITAL FUNDING			(59,193)	(62,185)	3,008	3,535	(527)	(31,996)	(3,915)	(35,911)	(31,710)	(25)	(31,735)

CHIEF EXECUTIVE

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		2016/17					2017/18			2018/19			
	R A G	Actual to 31/12/16 £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													
Flats at High Street, Innerleithen	G	339	340	340	0	0	0	0	0	0	0	0	0
		339	340	340	0	0	0	0	0	0	0	0	0
Second Homes Council Tax	A	0	(220)	(340)	0	0	0	0	0	0	0	0	0
Grant from Scottish Government	A		(120)										
		0	(340)	(340)	0	0	0	0	0	0	0	0	0

Flats at High Street, Innerleithen

Purchase has been finalised for 3 flats at High Street, Innerleithen which will be used for temporary accommodation. Grant of £120k has been received from Scottish Government with the Second Homes Council Tax contribution being £220k.

Non - Scottish Borders Council

Bridge Homes

G	1,999	2,587	2,587	0	0	0	0	0	0	0	0	0	0
	1,999	2,587	2,587	0	0	0	0	0	0	0	0	0	0

Second Homes Council Tax

Borrowing

G	(240)	(330)	(330)	0	0	0	0	0	0	0	0	0	0
G	(1,759)	(2,257)	(2,257)	0	0	0	0	0	0	0	0	0	0
	(1,999)	(2,587)	(2,587)	0	0	0	0	0	0	0	0	0	0

Bridge Homes

Purchase 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.

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Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/12/16 £'000
PLACE							
Road & Transport Infrastructure							
Roads & Bridges- Including Ramp and Winter Damage/Slopes							
Footways	08/03/2016	162.0		162.0		162.0	111.0
Surface Dressing	08/03/2016	1,183.0		1,183.0		1,183.0	1,013.0
Patching	08/03/2016	538.0		538.0		538.0	342.0
Overlays	08/03/2016	1,323.0		1,323.0		1,323.0	670.0
Walls and Structures	08/03/2016	150.0		150.0		150.0	107.0
Masonry Refurbishment (Bridges)	08/03/2016	416.0		416.0		416.0	397.0
Drainage	08/03/2016	85.0		85.0		85.0	30.0
Selkirk - Ettrick Flood	29/09/2016	150.0		150.0		150.0	150.0
Resurfacing & Patching Additional	29/09/2016	1,528.0		1,528.0	(290.0)	1,238.0	234.0
Drainage Additional	29/09/2016	50.0		50.0		50.0	10.0
Patching Towns/Villages Additional	29/09/2016	400.0		400.0		400.0	7.0
Newmill Footbridge	29/09/2016	20.0		20.0		20.0	16.0
Bowanhill Replacement Bridge	29/09/2016	755.0		755.0	(500.0)	255.0	45.0
Timing movement to 2017/18					790.0		
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		6,760.0	0.0	6,760.0	0.0	5,970.0	3,132.0
Lighting Asset Management Plan							
Replace Cut Down Columns	08/03/2016	20.0		20.0	14.0	34.0	11.0
Marmion Road, Hawick	08/03/2016	40.0		40.0		40.0	20.0
A7, Stow	08/03/2016	40.0		40.0		40.0	17.0
Whitefield Crescent, Newtown St Boswells	08/03/2016	80.0		80.0		80.0	40.0
A72, Innerleithen	08/03/2016	20.0		20.0		20.0	18.0
Dingleton Road, Melrose	08/03/2016	0.0		0.0		0.0	0.0
Elibank, Clovenfords	16/08/2016	18.0		18.0	(14.0)	4.0	4.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		218.0	0.0	218.0	0.0	218.0	110.0
Accident Investigation Prevention Schemes							
Traffic Calming	08/03/2016	10.0		10.0	(10.0)	0.0	0.0
Road Safety Measures	08/03/2016	29.0		29.0	10.0	39.0	17.0
AIP Design	08/03/2016	4.0		4.0		4.0	4.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		43.0	0.0	43.0	0.0	43.0	21.0
Cycling, Walking & Safer Streets							
Cycling Related Activities	08/03/2016	95.0		95.0		95.0	17.0
School Travel Plan Road Safety	08/03/2016	50.0		50.0		50.0	43.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		145.0	0.0	145.0	0.0	145.0	60.0
Engineering Minor Works							
Dingleton, Melrose	08/03/2016	20.0		20.0	(10.0)	10.0	11.0
Pedestrian Links, Hawick	08/03/2016	0.0		0.0		0.0	0.0
Hislop Gardens, Hawick	08/03/2016	25.0		25.0		25.0	0.0
Cransfield Drive, Ancrum	08/03/2016	50.0		50.0	10.0	60.0	0.0
Unallocated		0.0		0.0		0.0	0.0
		95.0	0.0	95.0	0.0	95.0	11.0
Railway Black Path							
B&Q Lighting	18/08/2015	4.0		4.0		4.0	0.0
Benches	18/08/2015	3.0		3.0		3.0	0.0
Redetermination Order	18/08/2015	2.0		2.0		2.0	0.0
Signing Strategy	18/08/2015	3.0		3.0		3.0	1.0
Tweedbank Underpass	15/11/2016	15.0		15.0	3.0	18.0	0.0
Unallocated	07/06/2016	21.0		21.0	(21.0)	0.0	0.0
Identified savings to Emergency and Unplanned					18.0		
		48.0	0.0	48.0	0.0	30.0	7.0
Flood and Coastal Protection							
General Flood Protection							
Programme Management	07/06/2016	30.0		30.0		30.0	13.0
Liddesdale Crescent, Hawick	24/03/2015	0.0		0.0		0.0	(2.0)
Bakehouse Burn Culvert, Galashiels	01/07/2015	0.0		0.0		0.0	(3.0)
Merlindale Flood Protection	13/05/2014	0.0		0.0	10.0	10.0	8.0
Still Burn Culvert, Fountainhall	08/03/2016	30.0		30.0		30.0	0.0
Community Resilience	08/03/2016	20.0		20.0		20.0	25.0
Minor Works	08/03/2016	40.0		40.0	(10.0)	30.0	0.0
Romanno Bridge	08/03/2016	100.0		100.0	(75.0)	25.0	0.0
Turford Burn, Earlston	08/03/2016	30.0		30.0	(30.0)	0.0	0.0
Denholm Flood Grille Upgrade	08/03/2016	20.0		20.0		20.0	0.0
Gala Flood Grille Upgrade	08/03/2016	10.0		10.0		10.0	0.0
Bonnington Road, Peebles	08/03/2016	20.0		20.0	(10.0)	10.0	4.0
Hawick Bridges Floodgates	NEW	0.0		0.0	16.0	16.0	0.0
Church Street, Eyemouth	NEW	0.0		0.0	40.0	40.0	0.0
Unallocated	11/02/2016	40.0		40.0	(40.0)	0.0	0.0
Timing movement to 2017/18					99.0		
		340.0	0.0	340.0	0.0	241.0	45.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/12/16 £'000
Flood Studies							
Peebles/Innerleithen/Broughton	16/08/2016	65.0		65.0	(30.0)	35.0	7.0
Newcastleton	16/08/2016	40.0		40.0	(30.0)	10.0	4.0
Earlston	16/08/2016	40.0		40.0	(30.0)	10.0	4.0
Hawick Natural Flood Management	16/08/2016	60.0		60.0	(30.0)	30.0	4.0
Timing movement to 2017/18					120.0		
Unallocated		0.0		0.0		0.0	0.0
		205.0	0.0	205.0	0.0	85.0	19.0
Waste Management Infrastructure							
CRC - Enhancements							
Equipment	07/06/2016	34.0		34.0		34.0	27.0
Unallocated	07/06/2016	0.0		0.0		0.0	0.0
		34.0	0.0	34.0	0.0	34.0	27.0
CRC - Improved Skip Infrastructure							
Eshiels Recycling Centre	24/03/2015	75.0		75.0		75.0	2.0
Hawick CRC Skip	18/08/2015	57.0		57.0		57.0	33.0
Galashiels CRC Skip	18/08/2015	20.0		20.0		20.0	12.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		152.0	0.0	152.0	0.0	152.0	47.0
CCTV Community Recycling Centres							
Eyemouth CRC	08/03/2016	1.0		1.0		1.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		1.0	0.0	1.0	0.0	1.0	0.0
Land and Property Infrastructure							
Play Facilities							
Allerley Well Jedburgh	16/08/2016	31.0		31.0		31.0	0.0
Public Park Duns	16/08/2016	25.0		25.0		25.0	25.0
Lower Green West Linton	16/08/2016	15.0		15.0		15.0	0.0
Play Park Hutton	16/08/2016	8.0		8.0		8.0	0.0
Play Park Lauder	16/08/2016	6.0		6.0		6.0	0.0
Play Park Eyemouth	15/11/2016	16.0		16.0		16.0	0.0
Play Park Ninans Haugh	15/11/2016	8.0		8.0	(8.0)	0.0	0.0
Timing Movement to 2017/18					8.0		
Unallocated		0.0		0.0		0.0	0.0
		109.0	0.0	109.0	0.0	101.0	25.0
Cemetery Land Acquisition & Development Block							
Cemetery, Coldstream	17/11/2015	3.0		3.0	1.0	4.0	4.0
Cemetery, Earlston	16/08/2016	10.0		10.0	(1.0)	9.0	0.0
Unallocated	08/03/2016	6.0		6.0		6.0	0.0
		19.0	0.0	19.0	0.0	19.0	4.0
Drainage in Parks and Open Spaces							
Wilton Lodge Park Hawick	07/06/2016	26.0		26.0		26.0	11.0
Gibson Park Melrose	07/06/2016	1.0		1.0		1.0	1.0
Home Park Coldstream	07/06/2016	3.0		3.0		3.0	0.0
Stow Drainage	07/06/2016	1.0		1.0		1.0	0.0
Whitestone/Kerfield Peebles	08/03/2016	0.0		0.0		0.0	0.0
Jedburgh - Howdenburn	08/03/2016	35.0		35.0	(35.0)	0.0	0.0
Jedburgh - Elliots Park	NEW				35.0	35.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		66.0	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		3.0	0.0
Unallocated						0.0	
		3.0	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	(53.0)	14.0	2.0
Duns Depot, Station Road	08/03/2016	38.0		38.0	(28.0)	10.0	10.0
Easter Langlee Depot, Galashiels	08/03/2016	24.0		24.0		24.0	2.0
Reiver Complex Road Depot, Newtown St Boswells	08/03/2016	16.0		16.0		16.0	9.0
Lower Mansfield Combined Depot, Hawick	08/03/2016	35.0		35.0	(35.0)	0.0	0.0
Eshiels Depot, Peebles	08/03/2016	83.0		83.0	(55.0)	28.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
Timing movement to 17/18					171.0		
		263.0	0.0	263.0	0.0	92.0	23.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/12/16 £'000
Structural / H&S Work Block							
Teviothead Cemetery Wall Ph2	08/03/2016	10.0		10.0	4.0	14.0	0.0
Channelkirk Cemetery Walls	08/03/2016	10.0		10.0		10.0	8.0
Cockburnspath PS Roof Upgrade	08/03/2016	20.0		20.0		20.0	18.0
Coldstream Workshops Car Park Upgrade	08/03/2016	16.0		16.0		16.0	0.0
Jedburgh Town Hall	08/03/2016	30.0		30.0		30.0	14.0
Lift Controls Upgrade	08/03/2016	27.0		27.0		27.0	0.0
Linglie Mill Valley Gutters Refurbishment	08/03/2016	18.0		18.0		18.0	0.0
Lilliesleaf Nursery Roof Upgrade	08/03/2016	8.0		8.0		8.0	0.0
Saltgreens RHE Vestibule	16/08/2016	30.0		30.0	(11.0)	19.0	2.0
Knowepark PS Fascia	16/08/2016	27.0		27.0		27.0	0.0
Ancrum PS Hall Floor Upgrade	16/08/2016	12.5		12.5		12.5	7.0
Legionella Upgrade Water Tanks	16/08/2016	18.0		18.0		18.0	0.0
Selkirk HS Lighting Ph 3	16/08/2016	20.0		20.0		20.0	6.0
St Mary's Mill Upgrade Gutter	16/08/2016	18.0		18.0		18.0	0.0
Ayton PS Toilet Upgrade	16/08/2016	30.0		30.0		30.0	0.0
Coldstream PS Toilet Upgrade	16/08/2016	15.0		15.0	2.0	17.0	16.0
Eyemouth PS Toilet Upgrade	16/08/2016	14.0		14.0	1.0	15.0	13.0
Coldingham PS Roof	16/08/2016	20.0		20.0		20.0	15.0
Gordon PS Toilets	28/09/2016	0.0		0.0		0.0	0.0
Greenlaw PS Toilets	28/09/2016	19.0		19.0	0.5	19.5	17.0
Reston PS Toilets	28/09/2016	19.0		19.0		19.0	17.0
Howdenburn PS Toilets	28/09/2016	15.0		15.0		15.0	8.0
Unit 1A Waverley Place	NEW	0.0		0.0	28.0	28.0	15.0
Unit 5 Linglie Mill Upgrade flooring	NEW				20.5	20.5	
Victoria Halls Oil Tank Upgrade, Selkirk	NEW				8.5	8.5	
Knoweparke PS Pipe Upgrade	NEW				7.5	7.5	
Unallocated	08/03/2016	6.5		6.5	(6.5)	0.0	28.0
Virement to Building Thermal Efficiency Upgrades					(57.5)		
Virement from Building System Efficiency Upgrades					3.0		
		403.0	0.0	403.0	0.0	457.5	184.0
Asbestos Management Block							
Morebattle PS Asbestos	15/11/2016	46.0		45.5		45.5	40.0
Ayton PS Asbestos	15/11/2016	9.5		9.5	0.5	10.0	7.0
Wellogate Cemetery, Hawick Asbestos	15/11/2016	1.0		1.0	(1.0)	0.0	0.0
Unallocated	08/03/2016	(55.5)		0.0	0.5	0.5	0.0
		1.0	0.0	56.0	0.0	56.0	47.0
Building Systems Efficiency Upgrades Block							
Hawick HS Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Stirches PS Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Earlston PS Nursery Heating Upgrade	08/03/2016	13.0		13.0	8.0	21.0	13.0
Drumlanrig PS Hall Heating Upgrade	08/03/2016	39.0		39.0		39.0	4.0
Galashiels Academy Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Newtown PS Boiler Room Upgrade	08/03/2016	18.0		18.0		18.0	0.0
Kingsland PS AHU (kitchen ventilation)	NEW				5.5	5.5	
Council HQ Heating Control Upgrade	NEW				13.0	13.0	
Virement from Structural/H&S Work Block					(3.0)	(3.0)	
Virement from Electrical Infrastructure					(17.0)	(17.0)	
Virement from Thermal Efficiency Upgrades					(1.5)	(1.5)	
Unallocated	07/06/2016	5.0		5.0	(5.0)	0.0	0.0
		102.0	0.0	102.0	0.0	102.0	17.0
Building Thermal Efficiency Upgrades Block							
Burnfoot PS Roof Upgrade Phase 1	08/03/2016	49.0		49.0	1.5	50.5	46.0
Selkirk HS Windows Phase 6	08/03/2016	36.0		36.0		36.0	0.0
St Ronans Primary School Windows Upgrade Ph5	08/03/2016	14.0		14.0		14.0	12.0
Langlee CPD Centre Window Screens Upgrade	08/03/2016	45.0		45.0	(28.0)	17.0	0.0
Stirches PS Roof	08/03/2016	48.0		48.0	(33.0)	15.0	0.0
Lilliesleaf PS Windows	08/03/2016	48.0		48.0	0.5	48.5	44.0
Morebattle PS Upgrade Windows	16/08/2016	27.0		27.0		27.0	24.0
Langlee CPD centre Upgrade Roof	16/08/2016	25.0		25.0		25.0	19.0
Langlee CPD Centre Upgrade Windows	16/08/2016	0.0		0.0		0.0	0.0
Peebles HS Upgrade Roof	16/08/2016	9.0		9.0		9.0	6.0
Peebles HS Upgrade Hall	16/08/2016	51.0		51.0	16.0	67.0	59.0
Trinity PS Upgrade Windows	16/08/2016	35.0		35.0	(16.0)	19.0	0.0
Wilton PS Upgrade Window	16/08/2016	43.0		43.0		43.0	33.0
Drumlanrig PS Windows	28/09/2016	20.0		20.0		20.0	18.0
Kingsland PS Nursery Roof	28/09/2016	27.0		27.0		27.0	25.0
Ayton PS roof	28/09/2016	14.0		14.0		14.0	12.0
Unallocated	08/03/2016	0.0		0.0		0.0	16.0
Virement to Building Systems Efficiency					1.5		
Virement to Structural / H&S Work Block					57.5		
		491.0	0.0	491.0	0.0	432.0	314.0
Electrical Infrastructure Upgrades Block							
Gala Academy PH11		0.0		0.0	2.0	2.0	2.0
St Boswells PH 2		0.0		0.0	1.5	1.5	2.0
Drumlanrig PS Upgrade Phase 1	08/03/2016	112.0		112.0	0.5	112.5	101.0
Innerleithen Family Support Centre Elec	NEW				6.5	6.5	
Volunteer Hall Galashiels Lighting	NEW				6.5	6.5	
Drill Hall Peebles, Lighting Upgrade	NEW				11.0	11.0	
Coldstream Heating Controls	NEW				9.0	9.0	

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Unallocated	08/03/2016	54.0		54.0	(54.0)	0.0	(4.0)
Virement to Building Systems Efficiency Works					17.0		
		166.0	0.0	166.0	0.0	149.0	101.0
Fixed Assets Block							
Unallocated	08/03/2016	20.0		20.0		20.0	2.0
		20.0	0.0	20.0	0.0	20.0	2.0

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Demolition and Site Preparation Block							
Earlston HS	08/03/2016	28.0		28.0	(8.0)	20.0	0.0
Eyemouth Nursery Demolition	08/03/2016	194.0		194.0	(140.0)	54.0	36.0
Edenside Temporary Unit	15/11/2016	10.0		10.0	(10.0)	0.0	19.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
Timing movement to 2017/18					158.0		
		222.0	0.0	222.0	0.0	74.0	36.0
Office Accommodation Transformation Block							
Galashiels People Office Rationalisation	07/06/2016	184.0		184.0	(33.0)	151.0	86.0
HQ Campus - 2 Bowden Road & Lancaster House	08/03/2016	4.0		4.0		4.0	0.0
SBC/NHS Office Moves - Earlston	24/03/2015	0.0		0.0	8.0	8.0	8.0
Timing movement to 2017/18					25.0		
Unallocated	08/03/2016	0.0		0.0		0.0	1.0
		188.0	0.0	188.0	0.0	163.0	95.0
Contaminated Land							
Redbraes	24/03/2015	5.0		5.0		5.0	5.0
Stow	17/11/2015	33.0		33.0	(33.0)	0.0	0.0
Ayton Mill	08/03/2016	70.0		70.0	32.0	102.0	26.0
Unallocated	08/03/2016	0.0		0.0	(32.0)	(32.0)	0.0
Timing movement to 2017/18					33.0		
		108.0	0.0	108.0	0.0	75.0	31.0
Cleaning Equipment Replacement Block							
Cleaning Equipment Replacement	08/03/2016	51.0		51.0		51.0	54.0
CFCR for overspend					3.0		
		51.0	0.0	54.0	0.0	51.0	54.0
PEOPLE							
School Estate							
School Health & Safety Block							
Audit - Window Replacement	24/02/2015	5.0		5.0		5.0	0.0
School Fire Alarms	08/03/2016	7.0		7.0		7.0	0.0
Wilton PS Secure Reception	08/03/2016	1.0		1.0		1.0	0.0
Chirnside PS Window Replacement	08/03/2016	119.0		119.0		119.0	102.0
Hawick HS Window Replacement	08/03/2016	0.0		0.0		0.0	0.0
Earlston PS Windows PH1	08/03/2016	50.0		50.0	(22.0)	28.0	0.0
Edenside PS Window Replacement	08/03/2016	30.0		30.0		30.0	30.0
Parkside PS Window Replacement	08/03/2016	15.0		15.0	2.0	17.0	17.0
Melrose PS Secure Reception	08/03/2016	80.0		80.0	7.0	87.0	73.0
Yetholm Secure Reception	08/03/2016	40.0		40.0		40.0	31.0
Philiphaugh PS Secure Entrance	08/03/2016	70.0		70.0		70.0	48.0
Secure Reception Works	08/03/2016	0.0		0.0		0.0	0.0
- Edenside PS Secure Reception	15/11/2016	25.0		25.0	(23.0)	2.0	1.0
- Earlston Secure Reception	15/11/2016	0.0		0.0		0.0	0.0
- St Peter's Secure Reception	15/11/2016	8.0		8.0		8.0	8.0
- High School Security Works	15/11/2016	0.0		0.0	15.0	15.0	0.0
Fire Regs/Emergency Lighting/Security	08/03/2016	12.0		12.0		12.0	0.0
- Heriot Secure Fence	08/03/2016	8.0		8.0		8.0	3.0
- Eyemouth Secure Fence	08/03/2016	10.0		10.0		10.0	7.0
- Philiphaugh CCTV	08/03/2016	0.0		0.0		0.0	(12.0)
- Tweedbank Security Works	08/03/2016	0.0		0.0		0.0	0.0
Env Health - Nursery Kitchens/Sinks	08/03/2016	35.0		35.0	(35.0)	0.0	0.0
- Burgh Nursery Kitchen Sinks	08/03/2016	10.0		10.0		10.0	8.0
- Drumlanrig Nursery Kitchen & Sinks	08/03/2016	15.0		15.0		15.0	16.0
School Safety Flooring	08/03/2016						
- Selkirk HS Maths Corridor	08/03/2016	8.0		8.0	(8.0)	0.0	0.0
- Peebles HS Math Block	08/03/2016	15.0		15.0		15.0	12.0
- Melrose PS Flooring	08/03/2016	8.0		8.0		8.0	6.0
School Toilets	08/03/2016						
- Gordon PS Toilets	08/03/2016	20.0		20.0		20.0	23.0
- Philiphaugh PS toilets	08/03/2016	20.0		20.0		20.0	24.0
- Gordon Nursery Toilets	15/11/2016	17.0		17.0		17.0	0.0
Unallocated	08/03/2016	3.0		3.0	(2.0)	1.0	0.0
Timing movement to 17/18					66.0		
		631.0	0.0	628.0	0.0	563.0	397.0
School Refurbishment & Capacity Block							
Westruther Extension Residual Works	24/03/2015	1.0		1.0		1.0	1.0
Hawick High School	16/08/2016	345.0		345.0	(130.0)	215.0	11.0
Galashiels Academy	NEW	0.0		0.0	10.0	10.0	0.0
Unallocated	08/03/2016	344.0		344.0	(343.0)	1.0	0.0
Timing movement to 17/18					463.0		
		690.0	0.0	690.0	0.0	227.0	12.0
School Kitchen Improvement Block							
Wrapping & Labelling Machine - Chirnside PS	08/03/2016	10.0		10.0	(10.0)	0.0	0.0
Eddleston PS Kitchen Refurbishment	15/11/2016	15.0		15.0	10.0	25.0	0.0
Reston PS Kitchen Refurbishment	15/11/2016	15.0		15.0		15.0	0.0
Unallocated	08/03/2016	3.0		3.0		3.0	0.0
		43.0	0.0	43.0	0.0	43.0	0.0

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Equality Act School Adaptations (DDA) Block							
Burnfoot PS DDA Works	08/03/2016	78.0		78.0	(3.5)	74.5	74.0
Melrose PS DDA Works	08/03/2016	50.0		50.0	(20.0)	30.0	1.0
St Peters PS DDA Works	16/08/2016	24.0		24.0	(7.5)	16.5	15.0
Gala Academy DDA Works	16/08/2016	8.0		8.0	(1.5)	6.5	5.0
Lilliesleaf PS DDA	24/02/2015	1.0		1.0		1.0	1.0
Parkside PS DDA Works	24/03/2015	1.0		1.0		1.0	1.0
Peebles HS DDA Works	24/08/2016	7.0		7.0		7.0	6.0
Heriot PS DDA Works	15/11/2016	8.0		8.0	(1.0)	7.0	7.0
Newtown PS DDA Works	15/11/2016	16.0		16.0	13.5	29.5	1.0
Unallocated	08/03/2016	1.0		1.0		1.0	0.0
Gross up Developer Contribution Newtown DDA							
Timing movement Melrose DDA to 17/18					20.0		
		194.0	0.0	194.0	0.0	174.0	111.0
Early Learning and Childcare Block							
Coldstream PS ELCC 3&4's	08/03/2016	5.0		5.0		5.0	1.0
Edenside PS ELCC 3&4'S	08/03/2016	285.0		285.0		285.0	267.0
Knowepark PS ELCC 3&4'S	08/03/2016	290.0		290.0		290.0	213.0
Melrose PS ELCC 3&4'S	08/03/2016	45.0		45.0		45.0	1.0
Wilton PS ELCC 3&4'S	08/03/2016	175.0		175.0		175.0	157.0
Tweedbank CC Nursery Toilets	16/08/2016	26.0		26.0		26.0	30.0
Coldstream PS ELCC Phase 2	16/08/2016	5.0		5.0		5.0	5.0
Eyemouth PS ELCC	16/08/2016	9.0		9.0		9.0	7.0
Fountainhall PS ELCC	16/08/2016	25.0		25.0	5.5	30.5	30.0
Howdenburn PS ELCC (Family Room)	16/08/2016	10.0		10.0		10.0	7.0
Kirkhope Nursery ELCC	16/08/2016	10.0		10.0		10.0	8.0
Lilliesleaf PS ELCC	16/08/2016	40.0		40.0		40.0	24.0
Morebattle ELCC	16/08/2016	25.0		25.0		25.0	1.0
St Peters PS ELCC	16/08/2016	80.0		80.0		80.0	5.0
St Ronan's PS ELCC	16/08/2016	50.0		50.0	(45.0)	5.0	1.0
Stow PS ELCC	16/08/2016	35.0		35.0		35.0	11.0
Trinity PS ELCC	16/08/2016	2.0		2.0		2.0	1.0
Tweedbank PS ELCC	16/08/2016	10.0		10.0	4.5	14.5	6.0
West Linton PS ELCC (Family Room)	16/08/2016	10.0		10.0		10.0	3.0
Westruther PS ELCC	16/08/2016	25.0		25.0		25.0	22.0
Philiphaugh EYC (Residual Works)	24/03/2015	1.0		1.0		1.0	0.0
Parkside Nursery (Residual Works)	18/08/2015	1.0		1.0		1.0	1.0
ST Boswells Nursery Extension	NEW	0.0		0.0	18.0	18.0	0.0
Unallocated ELCC 3&4's	08/03/2016	55.0		55.0	(28.0)	27.0	0.0
Timing movement to 2017/18					45.0		
		1,219.0	0.0	1,219.0	0.0	1,174.0	803.0
Social Care Infrastructure							
Residential Care Home Upgrade Block							
Saltgreens, Eyemouth	08/03/2016	79.0		79.0		79.0	80.0
Waverley, Galashiels	08/03/2016	1,340.0		1,340.0	(185.0)	1,155.0	862.0
Unallocated	08/03/2016	0.0				0.0	
Timing movement to 2017/18					185.0		
		1,419.0	0.0	1,419.0	0.0	1,234.0	942.0
Residential Care Home Sluice Works							
St Ronans Sluice Works		74.0		74.0		74.0	23.0
Grove House Sluice Works		55.0		55.0		55.0	13.0
Deanfield Sluice Works		80.0		80.0		80.0	52.0
		209.0	0.0	209.0	0.0	209.0	88.0
Sports Infrastructure							
Sports Trusts Plant & Services -Integrated Sport & Culture Trust							
Property and Other Sports Trusts							
Energy Savings Projects	07/06/2016	41.0		41.0		41.0	0.0
Energy Efficiency - BEMS upgrades	08/03/2016	0.0		0.0		0.0	0.0
Eyemouth LC Refurbishment	08/03/2016	0.0		0.0		0.0	5.0
Plant & Asset Replacement	08/03/2016	93.0		93.0	(30.0)	63.0	0.0
Tweedbank Gym Access Control	NEW	15.0		15.0		15.0	0.0
Eyemouth LC Doors	NEW	11.0		11.0		11.0	0.0
Selkirk LC Refurbishment	08/03/2016	395.0		395.0	30.0	425.0	305.0
Berwickshire Education Recreation Sports Trust allocation	08/03/2016	20.0		20.0	23.0	43.0	24.0
Jedburgh Leisure Facilities Trust projects	08/03/2016	66.0		66.0	(66.0)	0.0	0.0
Jedburgh LFT LED lighting project	NEW	0.0		0.0	13.0	13.0	0.0
Jedburgh LFT Refurbishment	NEW	0.0		0.0	7.0	7.0	0.0
Unallocated	08/03/2016	23.0		23.0	(23.0)	0.0	0.0
Timing movement to 2017/18					46.0		
		664.0	0.0	664.0	0.0	618.0	334.0

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CHIEF EXECUTIVE							
Chief Executive Other							
Outwith CGI							
Disaster Recovery	08/03/2016	3.0		3.0		3.0	3.0
Equipment Refresh	16/08/2016	300.0		300.0		300.0	271.0
Software Licence - Point Upgrades	16/08/2016	47.5	(17.5)	30.0		30.0	0.0
General IT Block Holding Code	08/03/2016	(2.5)	18.5	16.0		16.0	35.0
Uniform Upgrade	08/03/2016	5.0		5.0		5.0	5.0
PSN Upgrade	08/03/2016	6.0		6.0		6.0	6.0
Desktop Technology	08/03/2016	10.0	(1.0)	9.0		9.0	8.0
Replace Curricular Networks	08/03/2016	16.0	(1.0)	15.0		15.0	15.0
Financial Systems Infrastructure Development	08/03/2016	12.0		12.0		12.0	18.0
People's Network Upgrade	08/03/2016	0.0	1.0	1.0		1.0	1.0
		397.0	0.0	397.0	0.0	397.0	362.0
Inflight Projects							
Rent Management and Accounting System	07/06/2016	33.0		33.0	(33.0)	0.0	0.0
Mosaic	2014/15	47.0		47.0	(20.0)	27.0	6.0
Timing Movement to 2017/18					53.0		
		80.0	0.0	80.0	0.0	27.0	6.0

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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	(790)		
A72 Dirtpot Corner - Road Safety Works	(26)		
Innerleithen to Walkerburn - Shared Access Route		100	
Union Chain Bridge	(35)		
Railway Black Path			(18)
Tweedbank Traffic Calming			(40)
	(851)	100	(58)
Flood and Coastal Protection			
General Flood Protection Block	(99)		
Flood Studies	(120)		
	(219)	0	0
Waste Management			
Easter Langlee Cell Provision	(25)		
Easter Langlee Leachate Management Facility	(50)		
	(75)	0	0
Land and Property Infrastructure			
Play Facilities	(8)		
Wilton Lodge Park	(225)		
Combined Depot Enhancements	(171)		
Structural/H&S Works Block			55
Building Systems Efficiency Upgrades Block			21
Building Thermal Efficiency Upgrades Block			(59)
Electrical Infrastructure Upgrades Block			(17)
Demolition & Site Preparation Block	(157)		
Galashiels Masterplan	(50)	50	50
Office Accommodation Transformation Block	(25)		
Contaminated Land Block	(33)		
Cleaning Equipment Replacement Block			3
Energy Efficiency Works	(500)		
Bannerfield Play Area	(3)		
HQ Main Office Block		22	
	(1,172)	72	53
TOTAL - Place	(2,317)	172	(5)

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
PEOPLE			
School Estate			
School Estate Review			(75)
School Health & Safety Block	(65)		
School Refurbishment & Capacity Block	(463)		
Earlston MUGA	(48)	(8)	
Equality Act School Adaptations (DDA) Block	(20)		
Early Learning & Childcare Block	(45)		
	(641)	(8)	(75)
Social Care Infrastructure			
Residential Care Home Upgrade Block	(185)		
Telecare	(83)		
	(268)	0	0
Sport Infrastructure			
Sports Trusts - Plant & Services - Integrated Sports & Culture Trust	(46)		
	(46)	0	0
Culture and Heritage			
Jim Clark Museum	(75)		
Sir Walter Scott Court House - Phase 2	(70)		
	(145)	0	0
TOTAL - People	(1,100)	(8)	(75)
CHIEF EXECUTIVE			
Economic Regeneration			
Central Borders Business Park	(64)	25	
Borders Railway Stations		12	
	(64)	37	0
Chief Executive Other			
Inflight Projects	(53)		
	(53)	0	0
TOTAL - Chief Executive	(117)	37	0
Other			
Plant & Vehicle Replacement - P&V Fund		366	
	0	366	0
Emergency & Unplanned Schemes			
Railway Black Path		18	
Tweedbank Traffic Calming		22	
TOTAL - Emergency & Unplanned Schemes	0	40	0
Total Budget Movement	(3,534)	607	(80)

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	120	340	5	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	1,556	2,100	0	3,656	0	6,187
A72 Dirtpot Corner - Road Safety Works	88	28	226	1,916	2,170	0	2,258
Selkirk Town Centre (Streetscape works)	13	37	460	0	497	0	510
Innerleithen to Walkerburn - Shared Access Route	73	192	61	265	518	0	591
Union Chain Bridge	5	35	60	450	545	0	550
Reston Station Contribution	500	270	450	380	1,100	0	1,600
Selkirk Traffic Management	0	0	0	0	0	0	0
Kelso Town Traffic Management Scheme	2,072	0	0	0	0	0	2,072
Tweedbank Traffic Calming	16	0	0	0	0	0	16
Total Road & Transport Infrastructure	13,000	2,423	3,847	3,116	9,386	200	22,586
Flood and Coastal Protection							
Selkirk Flood Protection	25,185	6,482	485	0	6,967	0	32,152
Hawick Flood Protection	1,061	1,053	945	1,404	3,402	33,030	37,493
Jedburgh Flood Protection	641	34	0	0	34	0	675
	26,887	7,569	1,430	1,404	10,403	33,030	70,320
Waste Management							
Easter Langlee Cell Provision	235	175	216	379	770	0	1,005
Easter Langlee Leachate Management Facility	183	19	70	23	112	1,419	1,714
CRC - Bulky Waste Adjustments	0	10	257	0	267	0	267
New Easter Langlee Waste Transfer Station	42	357	5,135	9	5,501	0	5,543
Easter Langlee Cell 3 Leachate Pumping System	3	32	0	0	32	0	35
	463	593	5,678	411	6,682	1,419	8,564
Land and Property Infrastructure							
Wilton Lodge Park	1,204	1,653	326	0	1,979	0	3,183
	1,204	1,653	326	0	1,979	0	3,183
TOTAL PLACE	41,554	12,238	11,281	4,931	28,450	34,649	104,653
PEOPLE							
School Estate							
Duns Primary School & Locality Support Centre	2,269	7,294	200	0	7,494	0	9,763
Kelso High School	2,791	240	200	0	440	0	3,231
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	1,611	6	0	1,617	0	1,978
	6,561	19,750	8,562	379	28,691	0	35,252
Culture and Heritage							
Jim Clark Museum	24	71	977	386	1,434	0	1,458
Sir Walter Scott Court House - Phase 1	0	20	280	0	300	0	300
Sir Walter Scott Court House - Phase 2	200	10	120	760	890	1,590	2,680
	224	101	1,377	1,146	2,624	1,590	4,438
TOTAL PEOPLE	6,785	19,851	9,939	1,525	31,315	1,590	39,690
CHIEF EXECUTIVE							
Sports Infrastructure							
Peebles 3G Synthetic Pitch	140	0	0	0	0	0	140
Jedburgh 3G Synthetic Pitch	11	62	787	3	852	0	863
Hawick 3G Synthetic Pitch	93	1,199	38	0	1,237	0	1,330
	244	1,261	825	3	2,089	0	2,333
Economic Regeneration							
Central Borders Business Park	11	50	2,139	3,000	5,189	1,000	6,200
Newtown St Boswells Village Centre	0	0	36	20	56	1,000	1,056
	11	50	2,175	3,020	5,245	2,000	7,256
Chief Executive Other							
Great Tapestry of Scotland - Building	435	140	994	2,612	3,746	1,000	5,181
	435	140	994	2,612	3,746	1,000	5,181
TOTAL CHIEF EXECUTIVE	255	1,311	3,000	3,023	7,334	2,000	9,589
TOTAL SBC	49,029	33,540	25,214	12,091	70,845	39,239	159,113

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CARE HOMES FOR OLDER PEOPLE IN THE SCOTTISH BORDERS – REPORT ON PROGRESS

Report by Chief Social Work Officer

EXECUTIVE COMMITTEE

14 FEBRUARY 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report gives an update on work undertaken following an initial report, presented to Social Work and Housing Committee on June 5th 2014, which provided an overview on the quality of care homes in the Borders. A Member/Officer Working Group was formed and subsequently drafted a set of formal recommendations detailed in the 'Improving the Quality of Older Peoples Care Homes – Action Plan. This was presented to Executive on 21st April 2015 and it was agreed an update report would be provided.**

- 1.2 The Report attached in Appendix 1 outlines specific progress made to the Action Plan, whilst also highlighting any ongoing issues that continue to affect the overall quality of Care Home provision.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee note the progress and improvements made on the action plan.**

3 BACKGROUND

- 3.1 In 2014 the Social Work and Housing Committee received a report setting out issues in relations to quality in Older Peoples Care Homes. Whilst acknowledging that there were clear areas of good practice within Care Home provision, some concerns were raised about a number of occurring themes and issues, including quality of environment, management and leadership. It was recognised that effective processes were in place to monitor, advise and support homes should difficulties be identified. Elected members were keen to explore more pro-active approaches to maintain and improve quality, and proposed a short life member/officer working group to be set up to research evidence of best practice and consider proposals for improvement.
- 3.2 This report contains an update on progress and Appendix 1 contains an update on progress on all of the recommendations. In the original report a comparison of Care Inspectorate gradings across the Care Homes for Older People sector was made. This has also been updated so as to provide a view on the direction of the overall quality of care provision in the interim.

4 SUMMARY OF PROGRESS

- 4.1 There has been a positive shift of Care Inspectorate grades across the care home sector in the last two years, with a marked improvement in the grading scores with 75% of grades falling in the upper three ranges, 'Good' to 'Excellent', compared to 57% in 2014 (Appendix 1). Whilst there is still room for improvement, it should be acknowledged that good progress has taken place.
- 4.2 There have been a number of actions and initiatives which have progressed during this timeframe that were a result of the 2014 Committee Report Action Plan and will have contributed to this improvement.
- 4.3 These actions have included:
- (a) Bespoke Care Home Training - this has been delivered to over 500 care home staff between 2014 and 2017
 - (b) Community Care Reviewing team Link Officers – this role has been developed and is supportive to care home Managers and staff.
 - (c) Introduction of the Early Indicator of Concern Tool – this has been utilised as a preventative tool to assist care homes to be proactive when issues are highlighted.
 - (d) Ongoing Contracts and Commissioning meetings with care home Proprietors and Managers.
 - (e) The 'My Home Life' initiative training programme aimed at care home Managers has been introduced and well received by all Managers attending. This was funded by the Integrated Care Fund Programme.

5 IMPLICATIONS

5.1 Financial

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

this report.

5.2 Risk and Mitigations

The actions undertaken have helped to address risks identified in relation to quality in care homes and sustainability. These will continue to be monitored in the future.

5.3 Equalities

An Equalities Impact Assessment was carried out on the original report and action plan.

5.4 Acting Sustainably

There are no direct economic, social or environmental effects arising from the proposals contained in this report, though through the activities reported upon there are positive impacts upon quality in care homes and sustainability.

5.5 Carbon Management

There are no effects on carbon emissions arising from the proposals contained in this report.

5.6 Rural Proofing

This is not a new policy or strategy so rural proofing is not applicable.

5.7 Changes to Scheme of Administration or Scheme of Delegation

Not applicable.

6 CONSULTATION

6.1 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

Elaine Torrance Chief Social Work Officer

Signature:

Author(s)

Name	Designation and Contact Number
Steve Almey	Reviewing Officer

Background Papers:

Previous Minute Reference: Social Work and Housing Committee 5 June 2014

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

Contact us at Elaine Torrance, Chief Social Work Officer, Council Headquarters, Newtown, St Boswells, TD6 0SA, 01835 824000.

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IMPROVING THE QUALITY OF OLDER PEOPLE'S CARE HOMES – REPORT ON PROGRESS AND IMPACT OF RECOMMENDATIONS

1. This report outlines progress made on the recommendations of the member/officer short life working group which met to review the quality of Older People's Care Homes.

2. Background

A paper presented to the Social Work and Housing Committee on June 5th 2014 provided an overview on the quality of care homes in the Borders. The report included a summary of the Care Inspectorate grades at the time the Report was written. It was recognised that effective processes were in place to monitor, advise and support homes should difficulties be identified. However, Elected members were keen to explore more pro-active approaches to maintain and improve quality, and proposed a short life member/officer working group to be set up for research evidence of best practice and consider proposals for improvement.

3. Quality of Care

Table 1: Comparison of overall Care Inspectorate (CI) Gradings between the 2014 Social Work Committee Report and the CI gradings up to October 2016 for all Care Homes for Older People in the Scottish Borders.

Grading Category	CI Inspection gradings as @ May 2014 Number/ % of overall grades						CI Inspection gradings as @ September 2016 Number/ % of overall grades					
	All		Independent		SBC		All		Independent		SBCares	
Unsatisfactory	1	1%	1	2%	0	0%	0	0%	0	0%	0	0%
Weak	11	13%	8	12%	3	15%	3	4%	3	5%	0	0%
Adequate	25	28%	20	28%	5	25%	16	19%	10	16%	6	30%
Good	39	44%	30	44%	9	45%	38	45%	24	37%	14	70%
Very Good	7	8%	4	6%	3	15%	21	25%	21	33%	0	0%
Excellent	4	5%	4	6%	0	0%	4	5%	4	6%	0	0%
Not assessed	1	1%	1	2%	0	0%	2	2%	2	3%	0	0%
Totals	88	100%	68	100%	20	100%	84	100%	64	100%	20	100%

The above table compares the total number of Care Inspectorate gradings for the four quality themes i.e. Care and Support; Environment; Staffing; Management and Leadership for the Care Home sector in the Borders.

3.1 An analysis of Table 1 indicates that, overall, there has been a marked improvement in the grading scores with 75% of grades falling in the upper three ranges, 'Good' to 'Excellent', compared to 57% in 2014. At the lower end of the grades there is a clear shift from 28% to 19% in the 'Adequate' range. Grades have stayed comparable in the 'Good' range 45% from 44%, with a definite advance in gradings in the 'Very Good' range 25% from 8%. Whereas, in the 2014 gradings, 42% of the scores were in the 'Unsatisfactory' to 'Adequate' ranges, this has now improved to 23%. Whilst it is important to emphasise that any grades within this 'Unsatisfactory' to 'Adequate' range are not welcomed, it does represent a shift towards a more positively balanced range of grades.

3.2 When comparing these gradings across the Independent and SBC/ SBCares care home services it can be noted that the Independent sector has moved from 42% to 21% of grades within the 'Unsatisfactory' to 'Weak' ranges, and improved from 50% to 70% in the 'Good' to 'Very Good' grades. The 6% of grades within the 'Excellent' range has been maintained. For the SBC/ SBCares services the grades have improved so that none lay within the 'Unsatisfactory' to 'Weak' ranges, and that the 'Adequate' range has moved from 25% to 30% and the 'Good' range from 45% to 70%. There were no grades in the upper two ranges at the time of writing this report.

3.3 The above analysis indicates that there has been a positive shift of Care Inspectorate grades across the care home sector in the last two years, and whilst there is still clear room for improvement, it should be acknowledged that progress has taken place. Whilst it is difficult to be specific as to the reasons for this improvement, there have been a number of factors and initiatives taking place over this timeframe that were a result of the 2014 Committee Report Action Plan.

3.4 These initiatives have included:

- Bespoke Care Home Training - this has been delivered to over 500 care home staff between 2014 and 2017
- Community Care Reviewing Team Link Officers – this role has been developed into being primarily supportive to care home Managers and staff.
- Introduction of the Early Indicator of Concern Tool – this has been utilised as a preventative tool to assist care homes to be proactive when issues are highlighted.
- Ongoing Contracts and Commissioning meeting with care home Proprietors and managers.
- The 'My Home Life' initiative aimed at care home Managers. This was funded by the Integrated Care Fund.

4. Action Plan

4.1 Below are the key areas considered by the Member/Officer working group to improve the quality of Care Homes for older people. The areas discussed included benchmarking performance data; training and support; the role of staff in Care Homes; Contractual arrangements and monitoring of quality of future use of Care Homes and alternative models.

1. The Community Care Reviewing Team (CCRT) to introduce the Early Indicators of Concern Tool to practitioners and to provide training and support in its use.	Care home managers training day was held and early indicators tool will be launched. On 12 August 2016 this was presented to Social Care and Health Managers and rolled out to locality offices August/September 2016. Complete and Ongoing – Training in place.
2. Best Practice Network meetings to be maintained with attendance part of any contractual agreement between SBC and the service provider.	Dementia best practice day held. A number of care home managers attended. Contractual/commissioning meetings in place. Ongoing and work progressing.
3. Explore joint recruitment initiatives for the sector.	This work continues, linked to national initiatives.
4. Explore further e-learning approaches.	The Professional Social Work Development Team are taking this forward.
5. Further explore the use of "My Home Life".	Programme now up and running through ICF funding – positive feedback from those attending.
6. Improve training/support available regarding catheter care and medication.	There is joint work being followed up with Scottish Care.
7. For the CCRT to maintain its central role around offering a review service and to further develop its role around disseminating best/evidence based on good	Bespoke training in place Link Officer contacts and electronic contact with all care homes made – able to feedback good practice through this process (eg courses) - Ongoing

APPENDIX 1

practice to the Care Home sector within Scottish Borders.	
8. To consider a test of change in a Care Home regarding role of the nurse.	Complete – trial in one care home complete. National discussions with Care Inspectorate underway to review model.
9. To provide a regular publication of performance data and use this to assist prospective clients deciding on Care Home Choice.	A spreadsheet developed – need to consider publishing arrangements – contracts/CCRT progressing.
10. To work together in partnership with the Care Home Sector to consider pro-active opportunities to redesign services.	Dementia tender and flexible use of nurses: outreach models are being explored. Ongoing, linked to national discussions.
11. To review the use of contractual opportunities to incentivise quality improvement and prevent concerns at an early stage. To develop a set of balanced opportunities for future usage.	A range of contractual opportunities in place. Further work linked to review of national care home contract underway including the proposed new national care home calculator.
12. To introduce a local good practice accreditation award for Care Homes across the sector and annual awards ceremony.	Criteria being devised for accreditation. Date to be set for award ceremony - Ongoing
13. Reduce the number of Intermediate flexible beds which will be registered as short stay to approximately 27 beds. There will be 16 at Waverley and 11 at Grove. Grove short stay beds will have 2 designated beds purely for respite.	SB cares contract reflects agreed number of beds. Waverley Care Home has been upgraded and 11 transitional beds now open - Complete
14. Deanfield to remain as a Care Home for long term care – with a plan to develop specialist dementia care beds rather than the planned intermediate care beds as per TOP's programme.	Complete
15. St. Ronan's to retain 7 short stay beds which will be used for respite and short stay with a re-ablement approach. The remainder of the beds converted back to long stay beds with 7 beds continuing to provide dementia care which will be considered to provide specialist dementia care.	Complete
16. Saltgreens to continue to provide 7 dementia beds which will be considered as future specialist dementia care. Saltgreens to provide 7 short stay beds with 2 designated beds purely for respite.	Complete
17. It is acknowledged that it will be important to supplement support in care homes through alternative housing models such as the future development of Extra Care Housing & Housing with Care and intensive home care in line with the TOP's proposal and this is being progressed.	Business case for ECH for Berwickshire produced and evaluation of Dovecot Court completed. 4 housing with care models currently provided. Evaluation and review of further requirements underway.
18. To seek further feedback from service users and carers on specific areas for improvement in specific Care Homes and across the sector.	Service user/carers feedback form to be devised. Ongoing feedback received by Community Care Reviewing Team where regular reviews undertaken and collated – Complete and ongoing

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