

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 21 NOVEMBER 2017

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 21 NOVEMBER 2017 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

14 November 2017

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 10) Minute of meeting held on 7 November 2017 to be approved and signed by the Chairman. (Copy attached)	2 mins
5.	Street Lighting Energy Efficiency Project (Sleep) (Pages 11 - 22) Consider report by Chief Officer – Roads. (Copy attached)	20 mins
6.	Transport Scotland Consultation on Concessionary Travel 2017 (Pages 23 - 64) Consider report by Service Director Regulatory Services. (Copy attached).	5 mins
7.	Winter Service Plan for Year 2017/18 (Pages 65 - 98) Consider report by Service Director Assets & Infrastructure. (Copy attached),	15 mins
8.	Introduction of Charges for Street Naming, House Numbering and Changing a House Name (Pages 99 - 110) Consider report by Service Director, Customer and Communities. (Copy attached)	15 mins
9.	South of Scotland Enterprise Agency - Interim Arrangements Consider report by Executive Director. (To follow)	10 mins
10.	Quarterly Corporate Performance Report - Quarter 2 2017/18 (Pages 111 - 174)	10 mins

	Consider report by Chief Executive. (Copy attached).	
11.	Corporate Transformation Progress Report (Pages 175 - 196) Consider report by Executive Director. (Copy attached).	20 mins
12.	Monitoring of the General Fund Revenue Budget (Pages 197 - 234) Consider report by Chief Financial Officer. (Copy attached).	10 mins
13.	Balances as 31 March 2018 (Pages 235 - 246) Consider report by Chief Financial Officer. (Copy attached)	10 mins
14.	Monitoring of the Capital Financial Plan 2017/18 (Pages 247 - 274) Consider report by Chief Financial Officer. (Copy attached).	10 mins
15.	Any Other Items Previously Circulated	
16.	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 S. Haslam (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, W. McAteer, T. Miers, S. Mountford, M. Rowley, G. Turnbull and T. Weatherston

Please direct any enquiries to Judith Turnbull Tel No. 01835 826556-
Email:- judith.turnbull@scotborders.gov.uk

**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, 7 November 2017 at 10.00 am

Present:- Councillors S. Aitchison, C. Hamilton, S. Haslam, , W. McAteer , T. Miers, S. Mountford, M. Rowley, G. Turnbull, T. Weatherston.
Also present:- Councillors S. Bell, J. Fullarton, S. Marshall, C. Ramage
Apologies:- Councillor G. Edgar, E. Jardine, Mr I. Topping, Jeanette Aitchison, G. Jarvie
In Attendance:- Chief Executive, Chief Financial Officer, Service Director Children and Young People, Chief Officer Education, Democratic Services Team Leader, Democratic Services Officer (F. Henderson).

EDUCATION BUSINESS

Present: Ms C. Thorburn, Ms A. Ferahi, Luis Mendoza, Jennifer Sibbald.

CHAIRMAN

Councillor Carol Hamilton chaired the meeting for consideration of the Education Business.

1. CHAIRMAN'S REMARKS

Councillor Hamilton welcomed the new Pupil Representatives, Luis Mendoza and Jennifer Sibbald and Ms Cecile Thorburn, Religious Representative to their first meeting and welcomed back Mrs Ferahi.

2 EARLY YEARS AND PRIMARY SCHOOL PUPIL PERFORMANCE MEASURES – SCHOOL SESSION 2016-17 CONOMIC DEVELOPMENT UPDATE

There had been circulated copies of a report by the Service Director, Children and Young People which provided an update on performance in raising the attainment and achievement of children and young people in literacy, numeracy and health and well-being both locally and nationally for the school session 2016/17 and information on how key measures were continuing to develop. The report detailed the background, pupil performance in the broad general education, reported Performance Levels and Implications and outlined the next steps that were being taken at Regional, Local Authority and school level to continue to improve pupil performance. The Chief Education Officer gave a presentation and explained that broad General Education covered 4 levels from early Learning Childcare to the end of Secondary 3. There was a National expectation of progress although it was acknowledged that achievement may be earlier or later for some. She gave details of achievements at the various levels and advised that attainment in Scottish Borders Council across all stages and all subjects was consistently above the National Average. It was noted that these results were categorised as experimental statistics as it was an evolving picture. However, the levels of attainment within Scottish Borders Council were strong compared to national data, which would be released later in 2017, and evidenced improving levels of moderation and teacher judgement. Officers answered Members questions and it was noted that improved engagement with parents continued to be a goal. Methods of teaching both numeracy and literacy were being examined to see if they could be improved.

DECISION

NOTED the report.

3. **INSIGHT LOCAL BENCHMARKING MEASURES TO 2017**

There had been circulated copies of a report by the Service Director, Children and Young people which informed the Committee of trends in attainment and the achievement of Secondary 5 and Secondary 6 pupils in the Senior Phase in Scottish Borders using the 'Local Benchmarking Measures' from 2013 to 2017 from Insight the National Exam Comparator Data tool. The report explained that the Local Benchmarking measures provided data on pupils' achievements during the Senior Phase while they were still at school. Leavers' data would be available in the National dashboards on Insight in February. The attainment figures were based on the 'Latest and Best' achievement of young people in the Senior Phase and some early presentations in Secondary 3. In Scottish Borders, the Council operated inclusive schools and there were some pupils who passed examinations at SCQF Levels 1 and 2, which were not included in the analysis as key benchmark measures, but were available in whole school subjects summary reports. The attainment of the most vulnerable pupils would be reported as a separate report to the Executive Committee in January 2018. The information and commentary in the report detailed the progress made by Scottish Borders pupils against the Virtual Comparator and the National Establishment (i.e. national average) by stage over the last five years for each Local Benchmarking measures. Figures were provided for both the National Establishment and the Virtual Comparator, but the Virtual Comparator was seen as the key benchmark for helping schools and Education Authorities understand their strengths and areas for improvement. The Virtual Comparator was made up of ten pupils from other Local Authorities around Scotland who had similar matching characteristics. This was matched by stage, gender, Additional Support Needs (ASN) and Scottish Index of Multiple Deprivation (SIMD). It was not an actual school, but a helpful statistical comparator. Local benchmarking measures were influenced by a school's curricular model/presentations policy. The local benchmarking data was detailed in the appendix to the report. The Chief Education Officer reported on other successes including highest number S4 young people attending the Schools Academy college programme; New Foundation Apprenticeship courses available in partnership with Borders College and the development of wider achievement awards such as leadership, employability and personal development. In response to a question about whether the Council faced any risks in terms of Teacher numbers, attracting specialist Teachers and in particular the National teacher shortage, the Chief Education Officer confirmed that a proactive approach was being taken to shortage of Teachers including the employment of NQTs, flexible contracts and the launch that evening of year 2 of the 'Grown your Own' initiative. It was noted that Scottish Borders were currently in the enviable position of having the lowest number of teacher vacancies in Scotland and it was hoped that this could be maintained. The Chief Education Officers response to a question in relation to positive destinations, explained what was available for pupils who chose not to further their education through University and advised that this data would be available in February.

DECISION

- (a) **NOTED the trends in attainment and achievement of Secondary 5 and Secondary 6 pupils :-**

- (b) **AGREED to recognise the significant improvement in the fifteen key measures of pupils' performance in national exams in 2017 compared to 2016, acknowledging the work of school staff, young people and the support of parents/carers in this achievement.**

- 4. **EARLY YEARS AND CHILDCARE: EXPANSION TO 1140 HOURS** With reference to paragraph 2 of the Minute of 21 March 2017, there had been circulated copies of a report by the Service Director, Children and Young People which sought approval of the Service Delivery and Implementation Plan (SDP) relating to the proposed expansion of funded Early Learning and Childcare (ELC) for all three and four years and eligible two year olds from 600 hours to 1140 hours per year to communities across the Scottish Borders by the end of the parliamentary session 2020 (financial year 2020/21). The report explained that

following Scottish Government Guidance, the Council's approach was Provider Neutral and would be in support of a Funding Follows the Child rationale, prioritising settings that were best placed to deliver quality outcomes for children and supporting the Council's ambition to close the poverty related attainment gap and support parents into employment, training or study. Parents would be able to choose locally from a range of ELC settings and providers where they wished their child to access their funded hours from within the context of a best value approach. The report specifically provided information on the rationale of the SDP and its contents; taking account of the key principles as outlined in 'A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland' and was underpinned by clear guiding principles of Quality, Flexibility, Affordability and Accessibility. The SDP built upon the recommendations in a previous report relating to earlier phases of the ELC expansion of hours, the strategic approach to delivery and the identified communities now offering an 1140 ELC entitlement. Learning from the initial phases of the ELC expansion of hours was invaluable. The Service Director Children and Young People explained that this was a fantastic opportunity, with lots of ongoing and high quality preparation work taking place, it was provider neutral and offered blended opportunities, which would benefit childminders and partner providers. The challenges and next steps were highlighted. Members welcomed the flexible approach which would try to accommodate parental requirements. The focus on vulnerable families was also noted.

DECISION

- (a) APPROVED the Early Learning and Childcare (ELC) Service Delivery and Implementation Plan, associated project work and financial commitments at this stage;**
- (b) NOTED;-**
 - (i) the complexities and associated risks of planning for the expansion of Early Learning and Childcare; and**
 - (ii) that the draft Early Learning and Childcare Service Delivery and Implementation Plan had been submitted to the Scottish Government, subject to Council approval, a one-to-one officer session with the Scottish Government Delivery Team would be held with the Local Authority in November 2017, to which any specific points could be raised.**
- (c) AGREED that an update on the progress of the SDP be brought back to the Executive in January 2018, including specific detail of what the ELC expansion would look like in communities in school session 2018/2019, including detail of capital projects.**

5. SCHOOL ESTATES REVIEW – NEXT STEPS 2017/18

There had been circulated copies of a report by the Service Director, Children and Young People which provided an update on the work that was carried out in the School Estates Review from October 2016 to June 2017 and outlined the proposed next steps in the School Estates Review from October 2017 to June 2018. During the programme of work, the Council was recognised for delivering best practice in the manner in which the pupil, parent and community voice in Jedburgh was used to guide a consultation on learning provision in the town. The very successful outcome of Scottish Government partnership funding to deliver an Intergenerational Community Learning Campus with the Council had been instrumental in evolving the principles guiding the School Estate towards a holistic community approach, which was in line with the Council's developing approach to community empowerment and a focus on change and improvement being centred in localities. The success of the School Estates Review was very much linked within the level of engagement coming through from communities, who had become active in engaging with the Council on future proofing their estate and working jointly on specific

challenges, as well as responding positively to opportunities. The School Estate strategy was a key strategy within the Council which could contribute significantly to the vision and priorities set out in the Council's "Connected Borders" Strategic Plan. The Service Director gave a detailed presentation on each of the proposals detailed in the report and answered Members questions. It was noted that with regard to Government funding they were looking for new builds rather than refurbishments but projects were looked at on a case by case basis. In response to a question on schools with falling rolls, the Service Director advised that a meeting had been held for all schools with less than 50 pupils. These schools had prepared action plans and some had been successful in increasing their numbers. In terms of St Margaret's Primary School, Hawick the proposal to close the school was based on educational rather than cost grounds and there was a range of options for the continued provision of religious instruction for the children. With regard to the other RC schools it was noted that they were currently secure and new nursery provision was to be introduced at St Margaret's, Galashiels. Members discussed the proposals and agreed that the word "intergenerational" be removed from recommendation (d).

DECISION

AGREED:-

- (a) to the change in the strategic principles guiding the School Estate Review, which now focused on delivering intergenerational learning opportunities and outcomes for all ages within a community;**
- (b) to note the positive response from the Scottish Government to the high quality consultation process carried out as part of the School Estate Review in Jedburgh;**
- (c) to note that a separate paper recommending the closure of the nursery, primary , secondary and specialist provision and the establishment of Jedburgh Intergenerational Learning Community had been progressed within the School Estate Review in the period 2016/2017;**
- (d) that a detailed assessment was carried out of the four High Schools that had not been rebuilt (Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School) re their condition, suitability and capacity to prioritise the order of investment in the Secondary School Estate in the next ten to fifteen years; and that the outcome of the assessment was brought back to the Executive Committee, along with a proposal for consultation with the local community that came out first looking at community options for learning;**
- (e) to note from the assessment of the Primary School Estate that Earlston Primary School and Eyemouth Primary School were priorities for investment and agreed that work should be developed and ongoing with the Scottish Government around partnership funding to deliver intergenerational learning opportunities for both communities;**
- (f) that the programme of closing mothballed schools (Eccles/Leitholm Primary School, Ettrick Bridge Primary School and Hobkirk Primary School) continued with pace so that all schools were closed within the 2017/2018 period;**
- (g) to note the proposal to conduct a statutory consultation on the closure of St Margaret's Roman Catholic Primary School in Hawick as an outcome of the Roman Catholic Schools Review as detailed in paragraph 6 below:**
- (h) to note the progress made by the Rural Schools Action Plans and commend the work of the parents;**

- (i) to note that, following engagement with parents/staff in Kirkhope Primary School, a proposal to extend the catchment would be consulted upon in January 2018; and
- (j) to note that a review of the transport policy would be forthcoming in 2018.

6. JEDBURGH INTERGENERATIONAL LEARNING CAMPUS CONSULTATION OUTCOME REPORT

With reference to paragraph 2 of the Minute of 6 September 2016, there had been circulated copies of a report by the Service Director, Children and Young people which sought agreement to recommend to Council the proposal to build an Intergenerational Learning Campus in Jedburgh and formally close the Nursery, Primary, Secondary and Specialist Provision in Jedburgh, following the completion of a public consultation process as set out in the Schools (Consultation) (Scotland) Act 2010 (as amended). The report explained the following the completion of the statutory consultation, a Consultation Report in respect of the proposals was prepared and published on 16 October 2017. The Consultation Report was contained in Appendix 1 to the report. Consideration of this report was undertaken as part of the wider discussion on the School Estate contained in Paragraph 4 above.

DECISION

* **AGREED TO RECOMMEND to Scottish Borders Council that:-**

- (a) an Intergenerational Learning Campus was built in Jedburgh;
- (b) Howdenburn Primary School was permanently closed;
- (c) Howdenburn Nursery was permanently closed;
- (d) Parkside Primary School was permanently closed;
- (e) Parkside Nursery was permanently closed;
- (f) Jedburgh Grammar School is permanently closed;
- (g) Howdenburn Schoolhouse was permanently closed with the educational support for secondary aged pupils with Additional Support Needs being transferred to the Intergenerational Learning Campus;
- (h) the policy regarding pupils from Ancrum Primary School transitioning to Parkside Primary School for Primary 6 and Primary 7 be amended to facilitate transition to the Intergenerational Learning Campus;
- (i) the primary school catchment zones be rezoned from Howdenburn Primary School and Parkside Primary School to the Intergenerational Learning Campus; and
- (j) the secondary school catchment zone be rezoned from Jedburgh Grammar School to the Intergenerational Learning Campus.

7. PROPOSAL FOR STATUTORY CONSULTATION TO CLOSE ST MARGARET'S RC PRIMARY SCHOOL, HAWICK

There had been circulated copies of a report by Service Director, Children and Young People which recommended that a Statutory Consultation was undertaken in relation to a proposal to close St Margaret's Roman Catholic Primary School in Hawick. The report explained that as part of the School Estates Review, the Council had reviewed the denominational schools within the Scottish Borders considering: - increasing educational

opportunities; improving outcomes for children and young people; sustainability; future proofing the school estate and affordability. The Review had highlighted a significant fall in roll at St Margaret's Roman Catholic Primary School, Hawick since 1997. The school was currently operating at 14% of capacity; with a current roll of 14 pupils. Given a sustained reduction in demand for denominational education within Hawick it was proposed that a Statutory Consultation commence in relation to a proposal to close St Margaret's Roman Catholic Primary School, Hawick. The Children and Young People's Services team considered the proposal contained strong educational benefits for the children, which would provide greater opportunities for integration into their community and much wider learning experiences and greater opportunities in terms of the Curriculum for Excellence. Consideration of this report was undertaken as part of the wider discussion on the School Estate contained in Paragraph 4 above.

DECISION

- (a) **NOTED the position regarding the school roll at St Margaret's Roman Catholic Primary School, Hawick and the educational benefits associated with the proposal.**
- (b) **AGREED that a Statutory Consultation be undertaken in relation to the proposal to close St Margaret's Roman Catholic Primary School, Hawick.**

OTHER BUSINESS

CHAIRMAN

Councillor Haslam took the Chair for the remaining business.

8. MINUTE

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

DECISION

APPROVED for signature by the Chairman.

9. CAR PARKING ISSUES

With reference to paragraph 4 of the Minute of Scottish Borders Council held on 28 September 2017, the Chairman advised that in order to consider innovative solutions to the parking problems in the Scottish Borders it had been agreed that a Member Working Group be set up. She suggested that in order to gain a fresh perspective on this matter, the Working Group should, if possible, comprise newly elected Members and be chaired by Councillor Edgar as the relevant Executive Member. Councillor McAteer advised that Councillor Marshall had expressed an interest in being a member of the Working Group and although not a newly elected member, had not been a member of the previous Working Group. It was proposed that the Working Group should be made of seven Members with 4 from the Administration including Councillor Edgar and 3 from the Opposition groups

DECISION

AGREED:-

- (a) **that the Working Group comprise four Members from the Administration and three Opposition Members and be chaired by Councillor Edgar as Executive Member;**
- (b) **that the Groups should submit the names of those to be appointed to the Clerk to Council who would then arrange for the first meeting of the Working Group to be held.**

10. **PRIVATE BUSINESS DECISION**
AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this minute on the grounds that it involved the likely disclosure of exempt information as defined in the relevant paragraphs of part 1 of schedule 7A to the Act.

SUMMARY OF PRIVATE BUSINESS

11. **MINUTE**
The private section of the Minute of 17 October 2017 was approved.

The meeting concluded at 12.20 p.m.

This page is intentionally left blank



STREET LIGHTING ENERGY EFFICIENCY PROJECT (SLEEP)

Report by Chief Officer – Roads

EXECUTIVE COMMITTEE

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report provides the Executive Committee with an update on the delivery of the “spend to save” Street Lighting Energy Efficiency Project, (SLEEP).**
- 1.2 The initial project aimed to deliver the conversion of 13,500 traditional street lights to LED, between April 2014 and March 2020 using a total Capital funding allocation of £5.0m.
- 1.3 Between 2014 and 2015 the Council reviewed its current Capital Spend profile for this project in order to accelerate the programme for the installation of replacement lanterns. This acceleration in programme profile reduced the length of the project to 4 years bringing the project completion in March 2018, two years earlier than anticipated.
- 1.4 In 2015/16 a Project Business Case for SLEEP Phase 2 proposed replacing the remaining street lighting lanterns, illuminated signs and bollards with an LED alternative. An additional investment of £1.2m was allocated for Phase 2 of the project with the date for completion aligning with Phase 1 in March 2018.

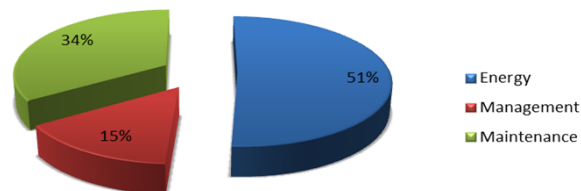
2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Notes the extension to the original Street Lighting Energy Efficiency Project and the accelerated progress that has been made in the delivery of the overall project.**
 - (b) **Notes that ongoing investment in the Capital Financial Plan will be required to upgrade identified lighting columns of limited remaining life.**

- (c) Notes the estimated savings of £1.274m in the overall cost of the project and approves the re-allocation of these savings to:**
- replace the street lighting asset where the current column placement does not allow new LED fittings to provide an adequate coverage of light during the hours of darkness to the value of £730,000 to be delivered in 2018/19. Virement approval for a timing movement of the budget to 2018/19.**
 - convert ongoing developments which, due to the time of their approval, will result in traditional sodium lanterns being adopted by the Council to the value of £135,000 which will be delivered as a phased approach in line with the permitted developments. Virement approval for a timing movement is sought to 2018/19.**
 - approve the virement of the identified savings of £409,000 to the Council's Emergency and Unplanned Capital fund in 2017/18.**

3 BACKGROUND

- 3.1 Although there is no statutory requirement for local authorities in the United Kingdom to provide public lighting, the Roads (Scotland) Act 1984, Section 35 [6], empowers a local roads authority to provide lighting for roads, or proposed roads, which are, or will be, maintainable by them and which in their opinion ought to be lit.
- 3.2 The Council provides this service through the Street Lighting Section, which is part of Asset Management within Assets and Infrastructure.
- 3.3 The Street Lighting Section comprises:
- Client/Design - determine the strategy/policy for lighting provision, and deals with the client and design activities, including asset management.
 - Operational Team – an operational electrical workforce that undertakes maintenance and new installation work.
- 3.4 The Street Lighting Section currently manages 19,226 street lights, 1,391 illuminated road signs and 30 traffic light arrangements.
The Section also looks after public space CCTV arrangements for the Council, some floodlighting that illuminates public buildings and some connections for community festive lights.
- 3.5 Traditionally street lights have used low and high pressure sodium lamps with a typical lamp life of 4 years. Fluorescent and LED technology has recently developed that is highly efficient, long lasting and environmentally friendly while also providing a better lighting provision, with an expected lamp life of 80,000 – 100,000 burning hours or 20 – 25 years.
- 3.6 The main elements of Revenue Funding within Street Lighting in 2012/13 are shown below:
- Payment of Energy Costs
 - Planned and Reactive Maintenance Works
 - Staff Management costs to maintain asset management and fault reporting



The chart above illustrates that the significant cost of street lighting is in the electricity required to power the units.

- 3.7 In 2013/14, the make-up of the street lighting provision in the Borders was 77% traditional lighting units, (i.e. high and low pressure sodium), 22.7% 'white light' and only 0.3% of the network was LED technology.

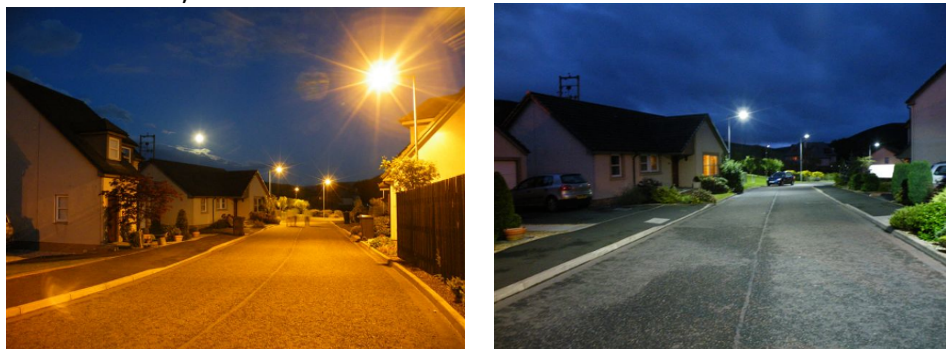
- 3.8 There was increasing pressure on local authorities to reduce the spiralling energy costs associated with their street lighting asset while also tackling environmental pressures such as light pollution and CO2 emissions which, it was estimated, street lighting contributed more than a million tonnes of CO2 emissions annually across the UK.

A "spend to save" project was therefore initiated by the Council that invested in low energy street lighting fittings which would derive significant savings.

4 The Street Lighting Energy Efficiency Project (SLEEP)

- 4.1 Within the street lighting industry there have been great developments in technology that provides increased luminaire life and reduced power consumption. This makes the technology highly efficient, long lasting and environmentally friendly while still maintaining the lighting provision.

A comparison of traditional and new LED technology, initially trialled in Clovenfords, is shown below.



- 4.2 The initial financial model derived to deliver the project showed the benefits of reduced energy, carbon tax and routine maintenance activity against the cost of the investment, showing that the initial capital investment would be paid back within 8 years.

- Energy Savings based on an average of 7% inflation per year.
- Cost avoidance of future Carbon Tax which was assumed would increase from the current £12/tonne CO2 to £70/tonne CO2 by 2030.
- Savings in maintenance based on the predicted life of 80,000 hours for LED light sources.
- An initial investment in 4 x £1.0m, 1 x £0.5m and 1 x £0.5m tranches.

- 4.3 The initial project aimed to deliver the conversion of 13,500 traditional street lights to LED, between April 2014 and March 2020.

4.4 The financial elements that contributed to the original business case were:

(a) **Design and Installation Cost**

Given the current condition of the street lighting asset and the need to reduce costs, it was proposed to fit new luminaires and control gear into the current column network limiting the investment per column to around £300/unit as opposed to £1,500 for a complete replacement.

This approach was practical as adaptors were available that allow new luminaires to be fitted to existing lighting columns. A pragmatic approach would have to be taken regarding the fitting of new equipment to columns of limited remaining life, hence the ongoing investment programme in the Capital Financial Plan will continue to gradually upgrade identified columns across the network.

It was also expected that with greater implementation and the continuing advancement of LED technology, that unit costs would reduce.

(b) **Equivalent Lighting Levels**

One important caveat is that current column placement needs to allow the new LED fittings to provide an adequate coverage of light during the hours of darkness.

Upon investigation it has been proven that this is not always the case and new column positions are required, in instances such as these an LED luminaire would not be fitted.

(c) **Routine / Cyclic Maintenance Costs**

This operation is required to maintain the current asset through the replacement of faulty materials. The cost of this should reduce, as the new fittings with longer service life are fitted.

(d) **Routine /Cyclic Structural and Electrical Inspection Costs**

This operation is required to ensure electrical and structural safety, and will be required for both the current and the new lighting, so is therefore financially neutral.

(e) **Administration of Fault Reporting Costs**

There is a cost in administering and managing fault reports from CRM, SBC website, phone calls, elected members, etc. It is envisaged that street lighting outages will reduce with the roll out of the new technology, so some savings will accrue in this area.

(f) **Asset Management Planning (AMP) Process Costs**

In a similar vein the cost of the AMP process should be reduced with the increased life of the new technology, so some minor savings will accrue in this area.

(g) **Energy Costs including Inflation Indices**

This is an area where a significant saving was anticipated. Street Lighting energy payments are not metered but are based on lamp/luminaire wattage ratings and an average number of burning hours. This equated to energy costs of £615,000 in 2012/13.

The use of alternative technology luminaires with a lower energy

rating than existing fittings would obviously reduce energy costs considerably.

Rises in the cost of raw energy over the years have been transferred to the customer through increases in rates above the general rate of inflation. It is expected that this trend will continue, and therefore measures that reduce the overall consumption will mitigate these rises.

An annual rise of around 7% over 20 years was initially modelled. This was considered a conservative approach.

(h) **Carbon Taxation and Possible Future Rises**

Carbon Tax is a tax that the Government apply to energy users to encourage energy conservation. When the project commenced the rate per carbon tonne produced was £16.

The Government intend to inflate this level of tax in the next ten years, according to the "Carbon Price Floor Report December 2010" by HM Treasury. This shows that it is likely that the Carbon Tax per tonne of CO₂ will rise from the current rate to £70/tonne by 2030. This was included in the financial model.

The proposed investment would enable the Council to reduce the financial impact of these tax increases in future years.

- 4.5 The outline Project Business Case projected savings of around £20m from reduced energy, carbon tax and routine maintenance activity costs against the cost of the investment projected over the expected 20 year life of an LED luminaire. These initial estimated savings intimated that the initial Capital investment for the project would be paid back between years 8 and 9.

5 STREET LIGHTING ENERGY EFFICIENCY PROJECT – PHASE 2

- 5.1 Following on from the initial phase of SLEEP a further Project Business Case for SLEEP 2 proposed replacing the remaining street light luminaires, illuminated signs and bollards with an LED alternative.
- 5.2 This further programme of work, together with additional capital investment in lighting columns, would ensure that Scottish Borders Council road lighting would be almost 100% LED.
- 5.3 The implementation of the Phase 2 investment, totalling £1.2m over two years, would allow Phase 1 & 2 to expand into one project meaning the elimination of having to revisit areas that had already been included in the programme.
- 5.4 The date for the completion of the amalgamated project remained at March 2018.
- 5.5 The Project Business Case for Phase 2 projected savings of £3.8m from reduced energy, carbon tax and routine maintenance activity costs against the cost of the investment projected over the expected 20 year life of an LED luminaire. These estimated savings intimated that the initial Capital investment for the project is paid back between years 9 and 10.

6 STREET LIGHTING ENERGY EFFICIENCY PROJECT – PHASE 1 & 2

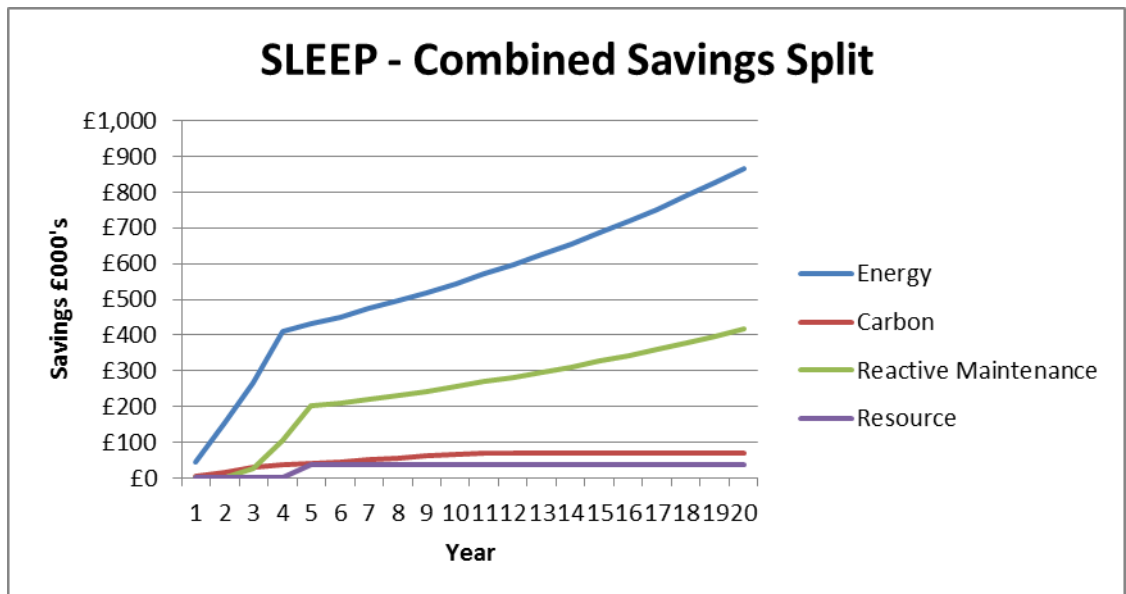
6.1 The savings profiles previously reported in the outline business cases for Phases 1 and 2 were on an indicative estimate basis. The financial models have now been re-evaluated using actual costs derived from years 1-3 of Phase 1 and year 1 of Phase 2. The two profiles for the project have then been amalgamated and the total combined figures are shown in Section 6.2.

6.2 Combined figures (x£000k) from the amalgamated profiles:

	Energy	Carbon	Maintenance	Resource	Total
Baseline Costs	£25,229	£2,088	£5,455	£738	£33,510
Reduced Costs	£14,354	£985	£581	£142	£16,062
Savings	£10,874	£985	£4,873	£596	£17,447

The combined budget profile detailing individual figures within the amalgamated profiles is shown in Appendix A.

6.3 The individual savings profiles shows that the larger percentage of savings for the project will be realised through the reduction in energy consumption and associated costs followed by savings in maintenance, carbon and resource.



6.4 The new combined profile show the benefits of reduced energy, carbon tax and routine maintenance activity costs against the cost of the investment projected over the expected 20 year life of an LED luminaire. The initial capital investment totalling £6.2m for the project is paid back between years 10 & 11.

6.5 The number and % of LED luminaires that have been fitted to date in the eight main towns are shown below.

Town	No of Lights	No of LED's fitted	% of LED's fitted
Eyemouth	985	846	86%
Galashiels	2818	2246	80%
Hawick	2975	1939	65%
Jedburgh	809	691	85%
Kelso	1708	1463	86%
Melrose	590	418	71%
Peebles	1819	74	4%
Selkirk	1210	1013	84%
Total	12914	8690	67%

* No of lights includes Signs and Bollards.

- 6.6 Complexities relating to the procurement of the last 4,200 LED luminaires to complete Phase 1 & 2 of the project; the subsequent ongoing delivery programme; and the limited time remaining until the end of the financial year, may affect the ability to complete the project by 2018. Currently it is anticipated that up to 2500 luminaires may need to be fitted in 2018/19 and officers will continue to monitor the situation and provide updates as necessary.

7 IMPLICATIONS

7.1 Financial

- (a) The original individual Project Business Cases for Phases 1 & 2 estimated savings of £20m and £3.8m respectively over the expected 20 year life of an LED luminaire. The re-evaluated financial models using actual costs derived from years 1-3 of Phase 1 and year 1 of Phase 2 show a combined project saving of £17.5m.
- (b) As a result of the 40-45% reduction to purchase and install a new luminaire there will be a significant saving in the overall cost of the project. Currently the estimated savings are in the region of £1.274m of the total £6.2m investment.
- (c) Section 4.4(a) highlights that ongoing investment in the Capital Financial Plan will be required to upgrade identified lighting columns of limited remaining life. It is difficult to be precise on the number of columns currently within this category as the condition of the column asset will continue to deteriorate over time. An allocation of £250,000 per annum during the next 10 years would allow approximately 1800 columns to be replaced.

- (d) Section 4.4(b) confirms that there are locations where current column placement does not allow new LED fittings to provide an adequate coverage of light during the hours of darkness. In these cases a LED luminaire has not been fitted and continued Capital investment will be required to fully replace these sections of the asset after individually designed projects have been prepared. It is anticipated that this situation applies to a total of 455 existing lanterns based on a complete replacement cost of £1,600/unit. This therefore requires a total capital investment of £730,000.
- (e) The savings generated by the replacement of the sections referred to in 7.1(d) and based on the 20 year life of a LED luminaire, are estimated at £442,000. These savings falls short of the Capital investment of £730,000 required to undertake the works.
- (f) It has been identified that there are a number of ongoing developments which, due to the time of their approval, will result in traditional sodium lanterns being adopted by the Council. It is estimated that this would add approximately 500 traditional lanterns to the Council's existing asset and will require an estimated £135,000 to convert to LED luminaires.
- (g) The savings generated by the conversion of the sodium lanterns referred to in 7.1(f) and based on the 20 year life of a LED luminaire, are estimated at £479,000. These total savings produce actual savings of £344,000 with the Capital investment of £135,000 being paid back between years 7 and 8.

7.2 Risk and Mitigations

- (a) Should ongoing Capital investment not be provided, identified lighting columns of limited remaining life will not be able to be replaced and will continue to deteriorate until in a dangerous state. The annual provision within the Lighting Asset Management Plan Capital Block will provide the necessary funding for these replacements.
- (b) Should Capital investment not be available, 455 existing traditional sodium lanterns, located on columns of current spacing that does not allow new LED luminaires to provide an adequate coverage of light during the hours of darkness, will not be able to be replaced. The re-allocation of £730,000 of the £1.274m estimated savings identified in 7.1(b) will resolve this issue.
- (c) Should Capital investment not be available, the Council will adopt approximately 500 traditional sodium lanterns within ongoing developments which, due to the time of their approval, will not have LED luminaires fitted. The re-allocation of £135,000 of the £1.274m estimated savings identified in 7.1(b) will resolve this issue.

7.3 Equalities

The Council is committed to providing a sustainable environment for all residents in the Scottish Borders. An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

7.4 **Acting Sustainably**

The project being undertaken is centred round providing street lighting in a more sustainable way through reduced maintenance activity.

7.5 **Carbon Management**

The project has many carbon management benefits as illustrated within the report.

7.6 **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.

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

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals in your report.

8 CONSULTATION

8.1 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 have been incorporated into the final report.

8.2 The Executive Director and Corporate Communications have also been consulted and any comments received have been incorporated into the final report.

Approved by

David Girdler
Chief Officer - Roads

Signature

Author(s)

Name	Designation and Contact Number
David Richardson	Asset Manager Ext 6584
Alex Young	Street Lighting Team Leader Ext 8104
Rhona White	Finance Officer Ext 5946

Background Papers: Street Lighting Efficiency Project – Administration Budget Working Group – 8 January 2013; Street Lighting Energy Efficiency Programme Phase 2 – Administration Working Group – 18 November 2015.

Previous Minute Reference: N/A

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

Contact us at Jacqueline Whitelaw, PLACE, Business Support, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 0300 100 1800, email JWhitelaw@scotborders.gov.uk.

Combined Budget Profile

Year	Energy			Carbon			Reactive Maintenance			Resource			Investment	
	Baseline Cost £000's	Reduced Cost £000's	Saving £000's	Baseline Cost £000's	Reduced Cost £000's	Saving £000's	Baseline Cost £000's	Reduced Cost £000's	Saving £000's	Baseline Cost £000's	Reduced Cost £000's	Saving £000's	Original £000's	Revised £000's
0 (13/14)	725	-	-	67	-	-	165	-	-	35	-	-	23	23
1 (14/15)	763	720	43	67	61	6	165	165	0	35	35	0	1058	1058
2 (15/16)	801	646	155	67	50	17	173	173	0	35	35	0	1450	1450
3 (16/17)	841	575	266	67	37	30	182	156	25	36	36	0	1040	1040
4 (17/18)	883	472	411	67	30	37	191	87	104	36	36	0	2616	1359
5 (18/19)	927	496	431	74	33	41	201	-	201	36	-	36	-	-
6 (19/20)	974	522	451	82	36	46	211	-	211	36	-	36	-	-
7 (20/21)	1,022	549	473	90	40	50	221	-	221	36	-	36	-	-
8 (21/22)	1,074	578	495	100	44	56	232	-	232	36	-	36	-	-
9 (22/23)	1,127	608	520	110	49	61	243	-	243	37	-	37	-	-
10 (23/24)	1,184	640	544	121	54	67	256	-	256	37	-	37	-	-
11 (24/25)	1,243	673	570	123	55	68	269	-	269	37	-	37	-	-
12 (25/26)	1,305	708	597	124	55	69	282	-	282	37	-	37	-	-
13 (26/27)	1,370	745	625	124	55	69	296	-	296	37	-	37	-	-
14 (27/28)	1,439	784	655	124	55	69	311	-	311	38	-	38	-	-
15 (28/29)	1,511	825	686	124	55	69	327	-	327	38	-	38	-	-
16 (29/30)	1,586	868	719	124	55	69	343	-	343	38	-	38	-	-
17 (30/31)	1,666	913	753	125	55	70	360	-	360	38	-	38	-	-
18 (31/32)	1,749	960	789	125	55	70	378	-	378	38	-	38	-	-
19 (32/33)	1,836	1,010	826	125	55	70	397	-	397	38	-	38	-	-
20 (33/34)	1,928	1,063	865	125	56	69	417	-	417	39	-	39	-	-
Totals £000's	£25,229	£14,354	£10,874	£2,088	£985	£1,103	£5,455	£581	£4,873	£738	£142	£596	£6,187	£4,930
Total Baseline Costs £000's	£33,510													
Total Reduced Costs £000's	£16,062													
Total Savings £000's	£17,447													

Page 21

The budget profile has been modelled on the following assumptions:

- Energy
 - Baseline cost has a projected 5% increase in energy per year
 - A 0.2% increase in kWh for new development adoption
- Carbon
 - Reduced cost has a projected 10% increase in carbon per year between years 5 and 10 and then is frozen
- Maintenance
 - An average cost of £50 per fault applied (includes all materials, plant and labour costs)
 - A baseline of 3,300 faults per year
 - An increase in material cost of 5% over the 20 year period
- Resource
 - Reduced cost based on streamlining of design and operational staffing levels

This page is intentionally left blank

**TRANSPORT SCOTLAND CONSULTATION ON
CONCESSIONARY TRAVEL 2017**

**Report by Service Director Regulatory Services
EXECUTIVE COMMITTEE**

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 This report advises Members of a consultation currently in circulation on concessionary travel commissioned by Transport Scotland. The closing date for responses is 17th November 2017 however Scottish Borders Council have been given a special dispensation by Transport Scotland to submit a response after this paper has been discussed by Elected members.
- 1.2 A copy of the full consultation is attached as Appendix 1 and officers recommended responses to the consultation questions are provided in Appendix 2. The main points within the body of the consultation relate to:
- the increase of the qualifying age for women travellers to 65 to bring this in line with the State Pension qualifying age
 - Free travel for Modern Apprentices
 - Introduction of companion cards for disabled children under 5 years of age

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee**
- (a) agrees to include within the response to the Consultation that companion concessions for blind persons be included in the revised future concessionary travel scheme;**
 - (b) And approves the responses as detailed in Appendix 2 as the Council's submission to the Consultation.**

3 BACKGROUND

- 3.1 The current concessionary travel scheme for older and disabled people provides free bus travel within Scotland and to Carlisle and Berwick-upon-Tweed on any registered bus service to anyone who lives in Scotland, who is aged 60 and over or meets certain disability criteria, and who has applied for and received a National Entitlement Card (or "bus pass").
- 3.2 One of the stated objectives of the Scheme when it was set up in 2006 was to allow older and disabled people improved access to services, facilities and social networks by free scheduled bus services; and so promote social inclusion.
- 3.3 Since the Scheme was introduced there have been minor modifications, such as simplifying the application process for eligible armed forces veterans in 2012 and changes in 2013 to include people receiving the new Personal Independence Payments (PIP).
- 3.4 In addition, between 2014 and 2016 new bus passes were issued to replace all existing ones. This was to ensure that they would be smart enabled in order to take advantage of the advances in technology since 2006. The new "**saltirecard**" branded bus passes ensure that card holders are able to make greater use of smart technology.
- 3.5 Bus pass holders travel for free. Travel through the national scheme is paid for directly by the Scottish Government. It is a principle of the Scheme that operators should be no better and no worse off as a result of their participation.
- 3.6 The Scottish Government reimburses bus operators for carrying bus pass holders at an agreed rate negotiated with representatives of the bus industry. This is called the reimbursement rate. In 2006-7 the rate was set at 73.6% of the adult single fare for each concessionary journey and, thanks largely to refinements in the economic model used to calculate the rate, has since gradually reduced to 56.9% of the adult single fare in 2017-18.
- 3.7 For every journey made on a bus by a bus pass holder under the Scheme, the bus service operator is currently paid 56.9% of the adult single fare for that journey by the Scottish Government.

4 POINTS OF NOTE

- 4.1 The consultation includes questions on rising the qualifying age for a bus pass (in one go or gradually) to bring it into line with the State Pension age, which will be equalised for men and women in 2018.
- 4.2 The Scottish Government is proposing free bus travel for young Modern Apprentices and we have suggested this might be targeted at those under age 21.
- 4.3 Children under 5 generally travel for free on the bus. As a result access to a disabled bus pass starts at age 5. However, this means that the parents and carers of otherwise eligible disabled children under 5s have to pay for their bus travel when at age 5 the disabled child may qualify for a companion card or bus pass. A companion bus pass is given for someone to accompany a person who is not able to safely travel on their own and allows the companion also to travel free of charge. The Scottish Government is proposing to fix this anomaly by providing disabled under 5s with access to a companion bus pass where this is needed.
- 4.4 It should be noted that the companion entitlement for blind persons on buses has been in place since 1999 however free travel for blind persons

companions on trains is not included in any scheme. Officers consider this to be an opportunity to redress that anomaly. A separate report on the introduction of a local scheme providing blind persons concession is currently being prepared by officers.

5 IMPLICATIONS

5.1 Financial

There are no financial implications arising from responding to this consultation. The financial implications of any changes to existing national schemes will become evident in due course.

5.2 Risk and Mitigations

There are no risks arising from responding to this consultation.

5.3 Equalities

The responses provided to this consultation are intended to enhance accessibility for elderly and disabled persons.

5.4 Acting Sustainably

There are no sustainability issues arising from this report.

5.5 Carbon Management

By improving access to public transport and reducing dependency on cars it is anticipated this will have a positive impact in terms of carbon management.

5.6 Rural Proofing

The report has no implications for rural proofing.

5.7 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 the recommendations in this report.

6 CONSULTATION

- 6.1 The Corporate Transformation & Services Director, Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, 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.

Approved by

Brian Frater
Service Director Regulatory Services

Signature

Author(s)

Name	Designation and Contact Number
Timothy Stephenson	Passenger Transport Manager – 01835 825182

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. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact Jacqueline Whitelaw, Environment and Infrastructure, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825253, Fax 01835 825071, email JWhitelaw@scotborders.gov.uk.

This page is intentionally left blank



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

Consultation on Free Bus Travel for Older and Disabled People and Modern Apprentices

August 2017

Ministerial Foreword From Minister For Transport And The Islands, Humza Yousaf MSP



The Scottish Government is launching this Consultation to seek your views on the concessionary travel scheme for older and disabled people (“the Scheme”).

This popular and valued scheme improves access for older and disabled people to essential services and opens up participation in family and other social activities that would otherwise not be affordable, ultimately offering independence to people who rely on bus travel.

Over 1.3 million bus pass holders benefit from the Scotland-wide free bus travel scheme for older and disabled people. They make around 145 million bus journeys each year representing around a third of all bus journeys made in Scotland. Free bus travel is delivering one of the Scottish Government’s key commitments, one we believe brings important benefits for all our eligible older and disabled people.

We are committed to continuing to provide free bus travel for those who need it the most, and therefore want to look at options to ensure the longer-term sustainability of the scheme so that free bus travel can continue to benefit those who have the greatest need.

We are also aware of the particular challenges facing younger people and will be asking for your views on our proposal to provide free bus travel to Modern Apprentices and how that might be taken forward. We will also be looking to provide free companion travel for eligible disabled children under five who are not currently covered by the Scheme.

Whatever happens going forward let me make one thing clear and give you this absolute assurance, **if you already have a bus pass, or obtain one before any changes are made, you will not lose it!** Those with a bus pass will continue to access the benefits of the Scheme. In addition we will not be making any adverse changes to the existing eligibility criteria for those with a disability.

I look forward to receiving your views on our proposals.

Humza Yousaf
Minister for Transport and the Islands

Contents

1	Responding to this Consultation.....	3
	About this Consultation.....	3
	Deadline	3
	How to respond	3
	Respond Online.....	3
	Table of response methods	4
	Next Steps.....	4
	Need assistance?.....	4
2	Free bus travel for older and disabled people	5
	Benefits of free bus travel.....	5
	Objectives of the Scheme.....	5
	Eligibility	6
	How free bus travel is funded	6
	Number of bus pass holders.....	7
	Journeys made by free bus travel.....	7
	Projected future costs of free bus travel.....	8
	Options covered	8
	The rising state pension age.....	9
	Pre-consultation engagement.....	10
3	Free Bus Travel for Modern Apprentices.....	12
4	Companion Cards for Disabled Children under Age Five	13
Annex A	14
	Background to free bus travel in Scotland	14
	History of earlier concessionary schemes in Scotland	14
Annex B	15
Consultation Responses	15
Part 1 - Respondent Information Form	15
Part 2 – Questions on options	16
Part 3 - Assessing impact	23
Equality	23
Business and Regulation	24
Privacy	24
Annex C	25
Options not favoured by the Scottish Government	25

1 Responding to this Consultation

About this Consultation

1.1 Consultation is an essential part of the Scottish Government's policy making process. It gives us the opportunity to seek your opinions. This Consultation sets out the issues under consideration and asks you questions about what we are proposing. After the Consultation is closed we will publish responses where we have been given permission to do so.

1.2 Responses are analysed and used as part of the policy making process, along with a range of other available information and evidence. Responses to this Consultation will help to inform the development of future rules and guidance on the National Concessionary Travel Scheme in Scotland.

Deadline

1.3 The Consultation closes at midnight on **17 November 2017**.

How to respond

1.4 To encourage wide participation, the Scottish Government has created a number of ways for you to engage in the Consultation. You can respond online, by email or by post.

1.5 The Consultation will also be available in alternative formats on request, including Large Print, Braille and Easy Read.

1.6 In addition to publishing this Consultation document, we have also produced an information leaflet which can be downloaded from the Transport Scotland website: www.transport.gov.scot/concessionary-travel/

Respond Online

1.7 To respond online please use the Scottish Government's Consultation Hub, Citizen Space, at www.consult.scotland.gov.uk. You can save and return to your response at any time while the Consultation is open. But please ensure that your response is submitted before the Consultation closes at midnight on **17 November 2017**.

1.8 You will automatically be emailed a copy of your response after you submit it. If you choose this method you will be directed to complete the Respondent Information Form. The Respondent Information Form lets us know how you wish your response to be handled, and in particular whether you are happy for your response to be made public.

1.9 You can also complete the response form at Annex B, and either scan this and send it by email, or send it by post to the address given on page 4 below.

Table of response methods

Online	You can use the response form on the Scottish Government's Consultation Hub, Citizen Space, at www.consult.scotland.gov.uk/
Email	Send us your response in an email to concessionarytravelconsultation@transport.gov.scot Please include the Respondent Information Form.
Post	Send your response in English to: Concessionary Travel Policy Team Transport Scotland Area 2D-North Victoria Quay Edinburgh EH6 6QQ Please include the Respondent Information Form.

1.10 With each of these methods you need to include your Respondent Information Form because this lets us know how you wish your response to be handled, and in particular whether you are happy for your response to be made public.

1.11 You can find this in Annex B below.

Next Steps

1.12 After the Consultation has closed we will analyse all the responses received and use your feedback to help inform the development of future rules and guidance on the National Concessionary Travel Scheme. Where permission has been given, we will make all responses available to the public at www.consult.scotland.gov.uk. The responses to the Consultation and analysis will be published in due course.

Need assistance?

1.13 If you need support in answering this Consultation or alternatively have a query about the Consultation process, or a complaint about how this Consultation has been conducted, you can send your query:

- by email to concessionarytravelconsultation@transport.gov.scot
- or by writing to:

Concessionary Travel Policy Team
 Transport Scotland
 Area 2D-North
 Victoria Quay
 Edinburgh
 EH6 6QQ

2 Free bus travel for older and disabled people

2.1 The current scheme for older and disabled people provides free bus travel within Scotland and to Carlisle and Berwick-upon-Tweed on any registered bus service to anyone who lives in Scotland, who is aged 60 and over or meets certain disability criteria, and who has applied for and received a National Entitlement Card (or “bus pass”). In addition, residents of Orkney, Shetland and the Western Isles who meet these criteria are entitled to 2 free return ferry journeys to the mainland each year. A history of earlier concessionary travel schemes in Scotland is provided at Annex A.

Benefits of free bus travel

2.2 One of the stated objectives of the Scheme when it was set up in 2006 was to allow older and disabled people improved access to services, facilities and social networks by free scheduled bus services; and so promote social inclusion.

2.3 Research has been undertaken on the benefits of concessionary travel schemes, including a report by the bus industry group, Greener Journeys, “The costs and benefits of concessionary bus travel for older and disabled people”¹.

2.4 In Scotland, we undertook our own customer feedback research in 2013² and 2014³ to gather the views of bus pass holders on the scheme.

2.5 The research demonstrates that the Scheme is greatly valued and works well for bus pass holders for a number of reasons including financial savings, reducing isolation, giving a sense of greater independence and increasing confidence in their own ability to travel. It also highlights how bus pass holders see the Scheme as having improved their mental and physical well-being and has encouraged modal shift from car to public transport and increased use of the bus. Almost half of respondents in our survey said they now made journeys they would not previously have done, in particular for day trips and visiting friends and relatives.

Objectives of the Scheme

2.6 The key objectives for the Scheme include:-

- allowing older and disabled people improved access to services, facilities and social networks; and so promoting social inclusion;
- improving health by promoting a more active lifestyle;
- promoting modal shift from private car to public transport;
- maintaining a “no better, no worse off” position for bus operators with a standard reimbursement rate;
- providing opportunity for improvements to public transport;

¹ www.greenerjourneys.com/wp-content/uploads/2014/09/Concessionary-travel-costs-and-benefits-September-2014.pdf

² www.transport.gov.scot/publication/concessionary-travel-customer-feedback-research-year-one-report/

³ www.webarchive.org.uk/wayback/archive/20160104171742/http://www.transportscotland.gov.uk/system/files/j329860.pdf

- stimulating the introduction of smart cards.

2.7 Since the Scheme was introduced there have been minor modifications, such as simplifying the application process for eligible armed forces veterans in 2012 and changes in 2013 to include people receiving the new Personal Independence Payments (PIP).

2.8 In addition, between 2014 and 2016 new bus passes were issued to replace all existing ones. This was to ensure that they would be smart enabled in order to take advantage of the advances in technology since 2006. The new “*saltirecard*” branded bus passes ensure that card holders are able to make greater use of smart technology.

Eligibility

2.9 The current eligibility criteria are set down in legislation⁴.

How free bus travel is funded



Figure 1 - Reimbursement rate

2.10 Bus pass holders travel for free. Travel through the national scheme is paid for directly by the Scottish Government. It is a principle of the Scheme that operators should be no better and no worse off as a result of their participation.

2.11 The Scottish Government reimburses bus operators for carrying bus pass holders at an agreed rate negotiated with representatives of the bus industry. This is called the reimbursement rate. In 2006-7 the rate was set at 73.6% of the adult single fare for each concessionary journey and, thanks largely to refinements in the economic model used to calculate the rate, has since gradually reduced to 56.9% of the adult single fare in 2017-18.

2.12 So, for every journey made on a bus by a bus pass holder under the Scheme, the bus service operator is currently paid 56.9% of the adult single fare for that journey by the Scottish Government.

⁴ www.legislation.gov.uk/ssi/2006/117/contents/made

Number of bus pass holders

2.13 In the first year of the Scheme, around 900,000 people obtained a National Entitlement Card enabling them to travel for free by bus. This number has gradually increased so that there are now over 1.3 million bus pass holders under the Scheme. Of these around 1.13 million are eligible by age and around 167,000 meet one or more of the disability criteria. Of these 167,000, around 120,000 are eligible for a companion to travel with them free of charge.

1.3 million people have
National Concessionary Travel
Scheme cards in Scotland



2.14 The following graph sets out the increase in numbers of bus pass holders since 2006.

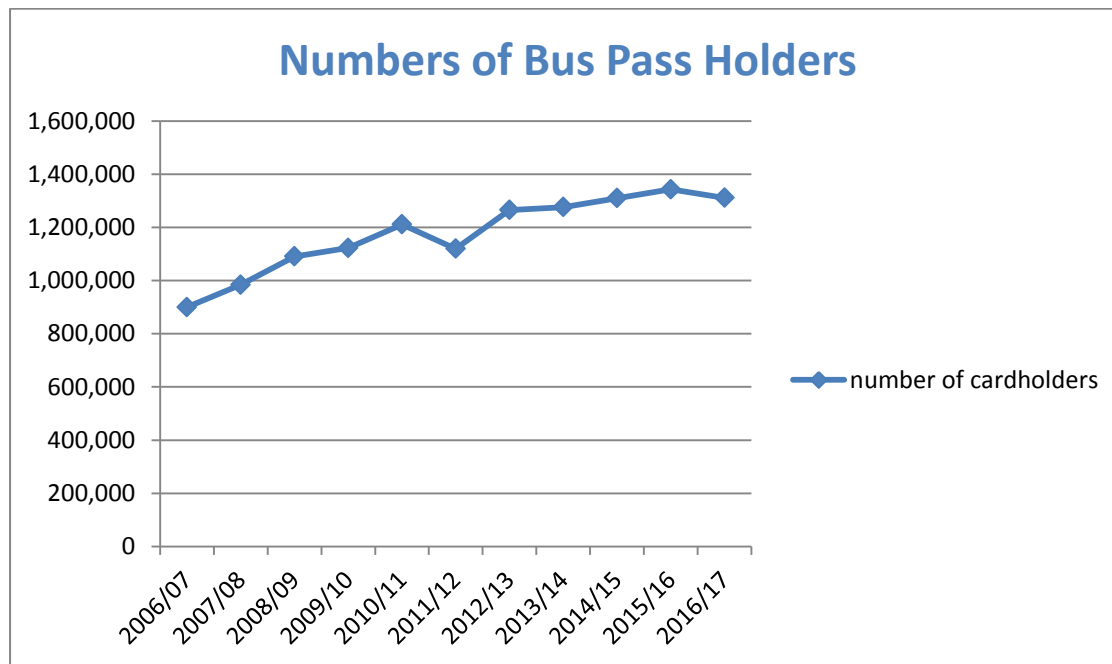


Figure 2 - Trend in concessionary card holders numbers

Journeys made by free bus travel

2.15 Scheme bus pass holders have made over 1,640 million journeys by bus since 2006. There was a small decline in usage between 2007-08 and 2012-13, partly coinciding with the move from “show and go” to smart ticketing. This has since stabilised to around 145 million journeys per year, almost one third of all bus journeys made in Scotland.

2.16 For a variety of reasons, including greatly increased car ownership, bus patronage in general has been continually declining since at least the 1960s. Between 2006-7 and 2014-15 (the most recent year for which we have figures) the number of bus journeys in Scotland fell from 476 million a year to 414 million. The most pronounced decline coincided with the economic downturn and the position has been a little more steady in the past few years. The graph below illustrates this trend over the past decade.

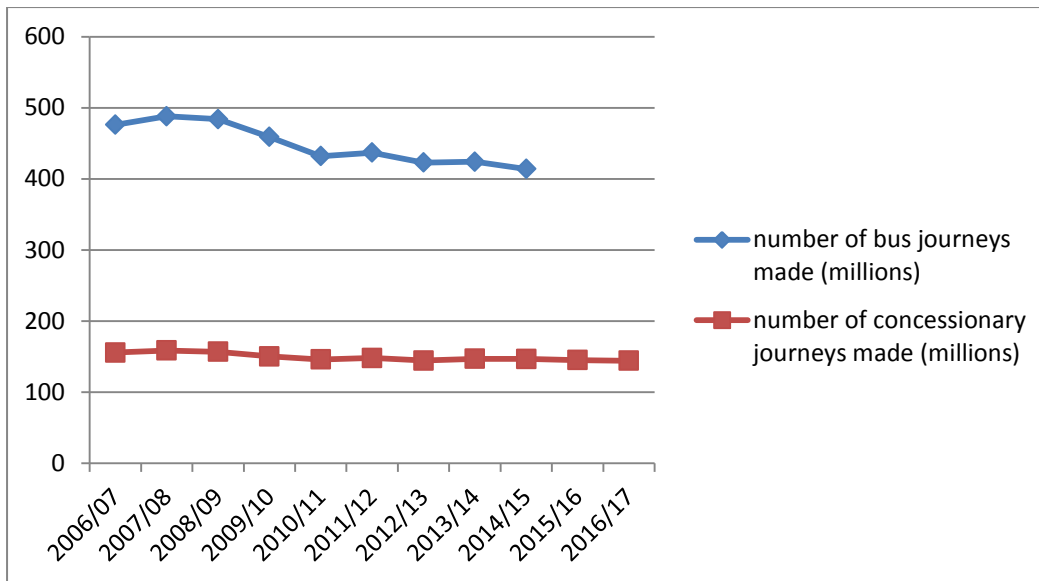


Figure 3 - Trend in bus journeys

Projected future costs of free bus travel

2.17 Each year around 70,000 people in Scotland reach the age of 60. At this point they are entitled to a National Entitlement Card that provides free bus travel on local and long distance routes throughout Scotland.

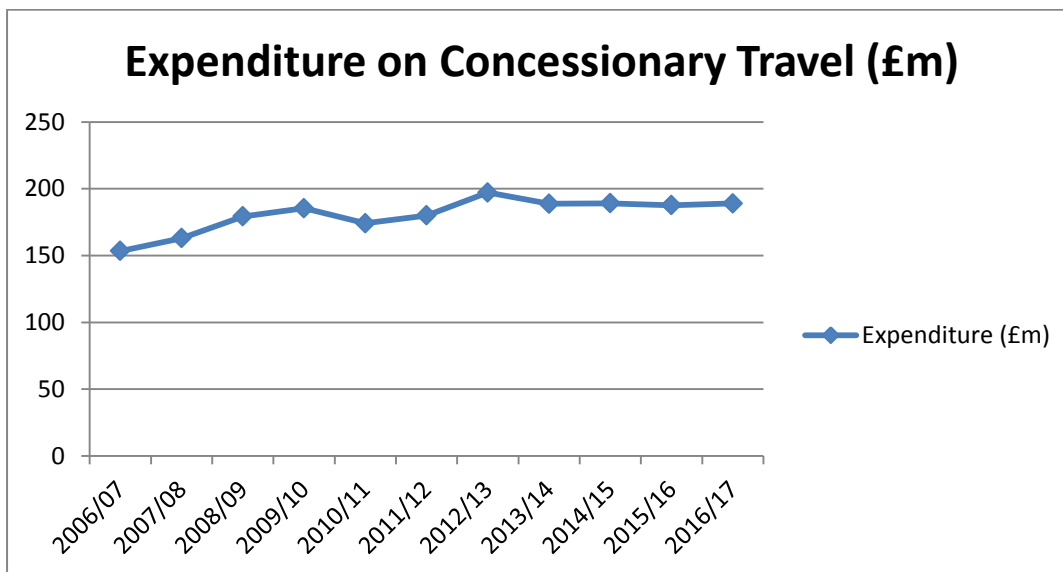


Figure 4 - cost of providing free bus travel

2.18 The fact that people are living longer and leading healthier, more active lives is to be celebrated. However, the fact that there will be more older people year on year does mean that costs for the Scheme are likely to increase further.

2.19 This is why we are looking at options on how best to make sure that the Scheme remains affordable in the coming years.

Options covered

2.20 The Scottish Government is committed to providing access to free bus travel for older and disabled people. The options for change which are consistent with this

commitment involve raising the age of eligibility for older people. In this paper, we invite views on whether such changes should be considered at this time, either by raising the age in one go or gradually to bring it into line with the State Pension age, which will be equalised for men and women in 2018.

2.21 In our early engagement with stakeholders a number of other options were raised. These were either inconsistent with our commitment to provide free bus travel or raised practical implementation issues and the Scottish Government is not therefore minded to pursue these. We are, however, open to alternatives and this paper, therefore, invites respondents to offer views on additional or alternative options to improve the scheme and its sustainability. The alternatives raised in early engagement are listed at Annex C along with the reasons why we are not in favour of these.

Proposals at a glance

What are the options for change?

The Scheme currently costs around £192m a year, and around 70,000 Scots turn age 60 each year.

If changes are to be made to the Scheme, the preferred options, in line with our commitment to continue to provide free bus travel for those that need it the most, involve raising the age of eligibility towards the State Pension age. We can therefore:-

- make no change to the scheme, leaving the eligibility rules as they are; or
- raise the age of eligibility for both men and women in one step from 60 to the (female) State Pension age at the time the change is made, thereafter keeping pace with further changes in the State Pension age, which is set to increase to 67 over the period 2026 to 2028; or
- raise the age of eligibility for men and women progressively towards the State Pension age by annual increases of one year or half a year to the age of eligibility, taking longer to get there but lessening the impact on the expectations of individuals close to 60.

Please see Questions 2 and 3 in Annex B below for further details.

The rising state pension age

2.22 We recognise that the timing and pace of any change to the age of eligibility is as important as the change itself. This point has been raised by the campaign group Women Against State Pension Inequality (WASPI) and others, who have pointed out the inequality for women in the way changes to the female State Pension age are being made. The 1995 State Pension Act included plans to increase the state pension age for women from 60 to 65, to make it the same as for men.

2.23 WASPI agrees with the principle of equalisation but not with the unfair way the changes were implemented. Because of the way the increases were brought in, hundreds of thousands of women born in the 1950s, who would be affected by the changes, were not informed of them at the time and have only recently become

aware that they would have to work for up to five years longer than they had planned. A large percentage of these women received a letter advising them of significant increases to their State Pension age only a year or two before they had expected to receive their State Pension at the age of 60.

2.24 The Scottish Government supports WASPI in pressing their case with the UK Government. This means that if we were to make changes to the age of eligibility to free bus travel for older people, we would consider carefully how to do this in a fair and equitable way. In the options below, we have suggested how a change might be phased in to deal with the issue around the period of notice given to any change in age. In this instance, this is relevant to both men and women since the qualifying age for free bus travel is already aligned.

2.25 The diagram below shows the difference to people of various ages in 2017 between the present situation (getting your bus pass at age 60) and moving either directly to the State Pension age, or moving progressively towards the State Pension age by phasing the arrangements by increments of either +6 months, or +12 months for people in their 50's in 2017.

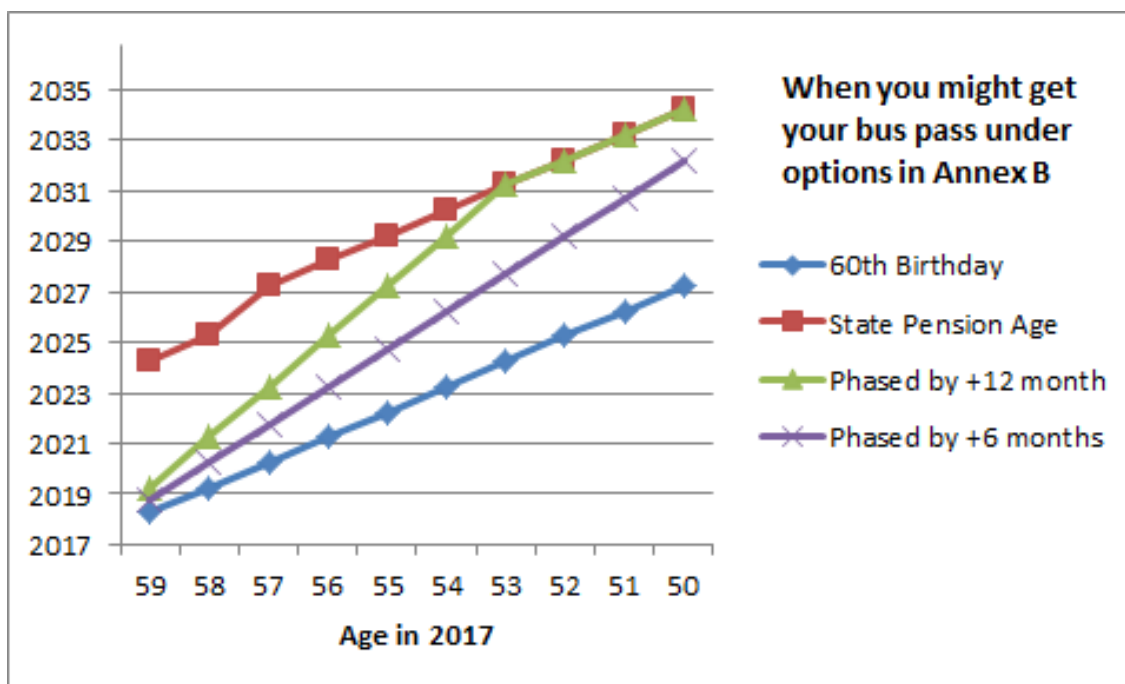


Figure 5 - Effect of proposed changes on 50+ year olds in 2017

Pre-consultation engagement

2.26 The options set out below in Annex B have been arrived at following discussions in the past few months with a number of stakeholder groups. In these discussions a number of ideas were raised as to how we could ensure that the Scheme remains sustainable in the longer term. Some are inconsistent with our commitment to free bus travel and others appear likely to be difficult to implement or operate.

2.27 However, we do not want to close down discussion and we invite alternative or additional suggestions, including whether to make any changes at all to the current eligibility for the Scheme.

2.28 We thank the various organisations and individuals for their participation and help in formulating this Consultation.

2.29 We welcome your views on the Scheme. Annex B contains questions asking if the Scheme age eligibility should stay as it is (Question 1), or if we should change age eligibility towards the State Pension age either at once or progressively (Questions 2 and 3) and on whether you have alternative suggestions (Question 6).

3 Free Bus Travel for Modern Apprentices

Proposal at a glance

The Scottish Government is proposing free bus travel for young Modern Apprentices and we have suggested this might be targeted at those under age 21. The introduction of free bus travel will make Modern Apprenticeships more accessible for all young people. We believe this will make the Modern Apprenticeship route more attractive to young people and potentially to employers.

Question 4 in Annex B below seeks views on offering free bus travel to Modern Apprentices, on whether this should be targeted on those Modern Apprentices aged under 21 and on alternative ways to help Modern Apprentices with transport costs.

3.1 In September 2016 the First Minister announced in the Programme for Government the commitment to work to deliver free bus travel for Modern Apprentices aged under 21.

3.2 Modern Apprenticeships are recognised as an excellent way to gain skills, experience and a qualification while in employment. They allow individuals to earn while they learn and support the development of our collective skills base and in doing so contribute to economic development.

3.3 The Scottish Government is committed to growing, widening and enhancing Scotland's Modern Apprenticeship programme as part of its commitment to the delivery of 30,000 new Modern Apprenticeship opportunities each year by 2020. This commitment includes continuing to focus on higher level apprenticeships, particularly in Science, Technology, Engineering and Mathematics Frameworks. This expansion is likely to be focused on young people.

3.4 In 2016-17 there were 26,262 Modern Apprenticeship starts. On 5 March this year we set a target of 27,000 new Modern Apprenticeship starts for 2017-18.

3.5 However, in order to make the Modern Apprenticeship an attractive option for young people looking to enter the world of work, we must ensure we do what we can to make available support where it is needed. The commitment to free bus travel for young Modern Apprentices is part of this.

3.6 We recognise that the transition into the workplace can be a real challenge and can place unforeseen expenses on what are likely to be limited budgets. The pledge of free bus travel is designed to take at least one of those worries away from the young apprentice looking to improve their skills. But we must ensure that what we offer is what is needed by young Modern Apprentices.

3.7 Question 4 in Annex B below seeks your views on the proposal to provide free bus travel to Modern Apprentices. It also invites views on the proposition that the offer should be restricted to those Modern Apprentices aged under 21 and on whether there might be better options for helping with Modern Apprentices' travel costs.

4 Companion Cards for Disabled Children under Age Five

Proposal at a glance

Children under 5 generally travel for free on the bus. As a result access to a disabled bus pass starts at age 5. However, this means that the parents and carers of otherwise eligible disabled under 5s have to pay for their bus travel when at age 5 the disabled child may qualify for a companion card or bus pass. A companion bus pass is given to someone who is not able to safely travel on their own and allows the companion also to travel for free.

The Scottish Government is proposing to fix this anomaly by providing disabled under 5s with access to a companion bus pass where this is needed.

Please see Question 5 in Annex B below for further details

4.1 As part of this Consultation we are seeking to address the anomaly in the Scheme where disabled children under age 5 are not currently entitled to a companion bus pass.

4.2 As part of their commercial operations, most bus operators provide free bus travel for children under 5. The Scheme eligibility criteria do not, therefore, include those under age 5 whether disabled or not.

4.3 Under the Scheme, companion cards are available to disabled people of fare paying age (age five and over) who need assistance to travel and who are in receipt of (i) the higher or middle rate of the care component of Disability Living Allowance, (ii) the daily living component of Personal Independence Payment or (iii) Attendance Allowance or who are certified blind.

4.4 This means that disabled children under 5 who would satisfy the companion eligibility criteria if they were older are not entitled to a companion card.

4.5 We estimate that extending the coverage under the Scheme to provide companion cards to eligible disabled children under age 5, based on current eligibility criteria, would add up to an additional £623,000 to the cost of the Scheme for an estimated additional 3,210 bus pass holders.

4.6 Question 5 in Annex B below therefore invites your views on a proposal to extend the Scheme to disabled under 5s.

4.7 We have no plans to adversely change disability eligibility criteria.



Figure 6 – Disabled children under 5 cannot get a Companion Card

Annex A

Background to free bus travel in Scotland

1 The National Bus Travel Scheme for Older and Disabled People was introduced on 1 April 2006 after a public consultation exercise and discussions with stakeholders including local authorities, bus operators and the Mobility and Access Committee for Scotland (MACS). The Consultation considered the proposed Scheme's coverage and who should be eligible for free travel before it was agreed by the Scottish Parliament.

2 This built on an agreement reached by the Scottish Government and the Confederation of Passenger Transport (CPT), on behalf of bus operators, for the delivery of a free national bus travel scheme for eligible passengers at agreed levels of payment to the industry.

3 It was agreed that the aim of the Scheme would be to provide free bus travel throughout Scotland to those aged sixty and over and to people who had an impairment that severely affected their mobility and ability to carry out day to day activities.

History of earlier concessionary schemes in Scotland

4 During the 1980s and 1990s, local authorities in Scotland financed and operated concessionary travel schemes for specific groups of people including the elderly, disabled and the young. Latterly, there were 16 concessionary schemes covering all local authorities with different rules and levels of reimbursement.

5 The benefits and restrictions in these local schemes varied considerably as it was for each Council to determine how best to meet local needs. Some schemes offered free travel, some half-fare and in one instance a discount for the first 10 miles of any journey. Some schemes were limited to travel within the authority's own boundaries. Some were joint schemes of more than one Council and allowed travel within their combined area, and some allowed journeys to specific identified destinations outwith the Council's boundary. Some schemes had peak period restrictions and others did not.

6 From October 2002 a national minimum standard of free local off-peak bus travel was applied to the local schemes. On 1 April 2003 the schemes were extended to allow men aged 60-64 to receive the same travel benefits as women aged 60+. Previously, men became eligible at age 65.

Annex B

Consultation Responses

Part 1 - Respondent Information Form

PLEASE NOTE THIS FORM MUST BE RETURNED WITH YOUR RESPONSE.

Are you responding as an individual or an organisation?

- Individual
 Organisation

Full name or organisation's name

Phone number

Address

Postcode

Email

The Scottish Government would like your permission to publish your Consultation response. Please indicate your publishing preference:-

- Publish response with name
 Publish response only (anonymous)
 Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this Consultation exercise?

- Yes
 No

Part 2 – Questions on options

No change to age eligibility of the Scheme

Should scheme eligibility remain unchanged ?

Do you believe that age eligibility for the Scheme should remain as it is? At present everyone resident in Scotland can get the bus pass on their 60th birthday and be able to travel for free at any time of day, for any number of journeys, on local and long distance scheduled bus services throughout Scotland.

Scheme costs have risen over the years to a little over £190 million in 2016-17. In addition, some 70,000 of us reach age 60 each year and that figure is projected to rise to 76,000 by 2021. This adds further pressure to costs, raising questions about the longer-term sustainability of the Scheme in its present form.

Even if your first preference is to make no changes to age eligibility at this time, please consider the options set out in questions 2 and 3 below.

Question 1

Do you think that we should retain the existing age eligibility criteria for the Scheme? Yes No

Please use the box below to provide details.

My comments:

Options to change the National Concessionary Travel Scheme

Raise the age of eligibility for men and women to the female State Pension age in one step

What is it?	<p>Women’s State Pension age is being equalised with men’s, so that they will reach State Pension age at 65 from November 2018. In addition, both men’s and women’s State Pension age is due to increase to 66 by 2020 and to 67 between 2026 and 2028.</p> <p>The proposal would set the age of eligibility for free bus travel at female State Pension age from 2018.</p>
What does it mean for me?	<p>The UK Government provides a handy calculator to check when you will reach State Pension age:- www.gov.uk/state-pension-age</p>
What will it cost or save?	<p>If age eligibility is raised immediately to female State Pension age from April 2018 onwards, it would reduce costs by around £10 million in the first year, increasing to around £65 million by 2022-23.</p> <p>The State Pension age will increase to 66 by 2020 and 67 between 2026 and 2028. In 2023-24, this would result in savings of around £83 million each year, increasing up to reduced costs of around £111 million in 2026-27.</p>
What is the justification for claimed costs/savings?	<p>Raising the eligibility age reduces the number of cardholders, resulting in fewer journeys which also reduces the cost to the Scottish Government. In 2022-23, there would be around 350,000 fewer people eligible compared to what would happen if the current age of 60 was to be maintained. In 2026-27, this would increase to around 520,000 people</p>

Question 2

Are you in favour of raising age eligibility to female State Pension age in this way? Yes No

Please explain your answers.

Raise the age of eligibility to the female State Pension age over a number of years

What is it?

Women's State Pension age is being equalised with men's, so that they will reach State Pension age at 65 from November 2018. In addition, both men's and women's State Pension age will increase to 66 by 2020 and to 67 between 2026 and 2028.

Age eligibility could be increased towards the (female) State Pension age either:-

- by one year per year; or
- by six months per year

What does it mean for me?

A slower introduction might mean that people affected by the change in the early years will be eligible for their bus passes after age 60 but before the female State Pension age.

If raising the age of eligibility is done progressively for those who are currently in their mid to late fifties, it might be done in one of two ways:-

(A) If the eligible age was raised by **one year annually**, this would increase the age at which people in their late 50s would receive their bus pass but will not mean that they will have to wait until they are at State Pension age. A person who reaches age 59 in 2017 would become eligible for their bus pass on their 61st birthday in 2019, a person who reaches age 58 in 2017 on their 62nd birthday in 2021, a person who reaches age 57 in 2017 on their 63rd birthday in 2023 and so on. A person aged 54 or under in 2017 would become eligible on their 66th birthday.

(B) If the eligible age was raised by **half a year annually**, this would again increase the age at which people in their late 50s will receive their bus pass, but at a slower pace. A person who reaches age 59 in 2017 would become eligible six months after their 60th birthday, a person who reaches age 58 in 2017 on their 61st birthday, a person who reaches age 57 in 2017 six months after their 61st birthday and so on. A person aged 48 or under in 2017 would become eligible on their 66th birthday.

If the age of eligibility is simply raised without any adjustments or phasing, then someone who is 59 in 2017 would become eligible in 2024 when they reach the State Pension age.

This approach would seek to address the issue raised by WASPI and mitigate the effects of the changes on people close to the current age of eligibility by striking a better balance between the size of the change and the period of notice.

What will it cost or save?

Raising age eligibility from April 2018 by one year per year to female State Pension age would reduce costs by around £11 million in the first full year, increasing to around £40 million by 2022-23.

The slower of the two progressive approaches would reduce costs by around £5 million in the first full year, increasing to around £27 million by 2022-23.

What is the justification for claimed costs and savings?

Raising the eligibility age reduces the number of cardholders and hence the number of journeys and also costs to the Scottish Government. For example, if the age is raised by half a year per year, there are projected to be around 157,000 fewer people eligible by 2023-24 compared to what we would see if the current age of 60 was maintained.

Potential annual cost reductions (£million)	2018-19	2019-20	2020-21	2021-22	2022-23
(A) Age eligibility + 1 year	£11m	£11m	£24m	£25m	£40m
(B) Age eligibility + 0.5 year	£5m	£11m	£12m	£19m	£27m

Question 3

Are you in favour of raising age eligibility to female State Pension age gradually over time?

Yes No

At what rate?

By 1 year per year

By half a year per year

Please explain your answers.

Free bus travel for Modern Apprentices

What is it?	Young people undertaking Modern Apprentice frameworks registered with Skills Development Scotland would be able to get free bus travel. The offer might be targeted at those Modern Apprentices under age 21.
What does it mean for me?	If you are a qualifying Modern Apprentice you would be able to get free bus travel.
What will it cost or save?	It would cost approximately £8m per year to provide free bus travel to Modern Apprentices under 21. Applying it to all Modern Apprentices would roughly double that figure.
What is the justification for claimed costs/savings?	There are around 20,300 Modern Apprentices aged 16-20. Based on the travel behaviour of people in this age group and the estimated uptake of the card, this would cost an estimated £8 million per year.

Question 4

- Are you in favour of providing free bus travel to Modern Apprentices?** Yes No
- Should this be targeted at Modern Apprentices under Age 21?** Yes No
- Is there a better way to provide support to help with the travel costs of Modern Apprentices?** Yes No

If so, please specify below.

Please explain your answers.

Companion cards for disabled children under age 5

What is it?	Allow disabled under 5s to get a companion card where this is needed so that their parent/carer can travel for free. Under 5s cannot get a disabled persons bus pass as they generally travel for free.
What does it mean for me?	The parent or carer accompanying the child currently has to pay for their own travel until that child qualifies for a companion card on their 5 th birthday. This would allow the parent or carer to travel with an eligible disabled child under 5 for free.
What will it cost or save?	We believe that there around 3,210 disabled children under 5 who might benefit from a companion card. This will cost just over £600,000 per year.
What is the justification for claimed costs/savings?	There currently are around 3,210 children in Scotland who are eligible for the Higher or Middle rate Care Award and/or the Higher rate mobility award of Disability Living Allowance (DLA). Based on the average numbers of journeys taken by bus pass holders and the current reimbursement cost this would cost just over £600,000 to provide equal access to companion cards for disabled children of all ages.

Question 5

Are you in favour of providing a companion card for disabled under 5s where this is needed? Yes No

Please explain your answer.

Are there any other issues you wish to raise which are not covered above?

The Scottish Government welcomes any further comments and suggestions on the Scheme and how it might be improved or made more sustainable.

Question 6

Do you have any other comments about any of the issues raised in this consultation? Yes No

If so, please use the box below to provide details.

My comments:

Part 3 - Assessing impact

Equality

- 1 In considering possible changes to the National Concessionary Travel Scheme in Scotland the public sector equality duty requires the Scottish Government to pay due regard to the need to:
 - eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010;
 - advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - foster good relations between people who share a relevant protected characteristic.

1.1 These three requirements apply across the 'protected characteristics' of:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;
- pregnancy and maternity;
- race;
- religion and belief; and
- sex and sexual orientation.

1.2 At this early stage it is difficult to determine whether significant effects are likely to arise and the aim of the Scottish Government is to use this Consultation process as a means to fully explore the likely equality effects, including the impact on children and young people.

1.3 Once completed the Scottish Government intends to determine, using the consultation process, any actions needed to meet its statutory obligations. Your comments received will be used to complete a full Equality Impact Assessment (EQIA) to determine if any further work in this area is needed.

Question – Equality Impacts

Are there any likely impacts the proposals contained within this Consultation may have on particular groups of people, with reference to the 'protected characteristics' listed above? Please be as specific as possible.

Question – Children and young people

Do you think the proposals contained within this Consultation may have any additional implications on the safety of children and young people?

Business and Regulation

1.4 A Business and Regulatory Impact Assessment (BRIA) will analyse whether the proposals are likely to increase or reduce the costs and burdens placed on businesses, the public sector and voluntary and community organisations.

Question – Business impacts

Do you think the proposals contained in this Consultation are likely to increase or reduce the costs and burdens placed on any sector? Please be as specific as possible.

Privacy

1.5 A full Privacy Impact Assessment (PIA) will be conducted to ascertain whether our proposals on delivering a consistent approach to the Scheme may have an impact on the privacy of individuals.

1.6 At this early stage it is difficult to determine whether significant privacy impacts are likely to arise and the aim of the Scottish Government is to use this Consultation process as a means to fully explore the likely privacy effects.

Question – Privacy impacts

Are there any likely impacts the proposals contained in this Consultation may have upon the privacy of individuals? Please be as specific as possible.

Annex C

Options not favoured by the Scottish Government

A number of those with whom we have engaged in preparing this Consultation indicated a first preference for maintaining the current age of eligibility or, if changes had to be made, for alternative approaches to be taken. For a variety of reasons the Scottish Government is not minded to adopt these but they are listed below for information: -

1 Requiring card holders to make a small financial contribution towards the cost of each concessionary journey.

A fixed contribution of, say, 20p, 50p or £1 would be required to be paid for each journey undertaken. This would be relatively simple to implement and would generate significant savings. For example, a contribution of 20p per journey could save up to £17 million annually if applied to all concessionary passengers, including disabled bus pass holders as well as those qualifying on age. (Requiring a contribution only from non-disabled pass holders would reduce savings by about 10%.)

2 Levying an annual charge for access to free bus travel.

The journeys themselves would be free but there would be a fixed annual fee, for example £10 or £20. In effect, this would be like having an annual very low cost season ticket valid on all buses. Based on current usage, annual savings could be up to £13 million with a £10 charge and proportionately more for higher charges. Excluding disabled bus pass holders from the requirement to pay a charge would reduce savings by about 10%.

The Scottish Government does not favour either of these two options because they would not be consistent with the commitment set out in the Programme for Government 2016-17 to provide free bus travel for older and disabled persons. Option 1 could additionally lengthen boarding times and Option 2 would require new administrative arrangements, for example to issue reminders and process forms.

3 Restricting use of a bus pass during peak travel times.

Limiting the use of the bus pass to off-peak travel might save costs by encouraging people to travel at times when bus services tend to be less busy. This can reduce costs for bus operators and possibly alleviate overcrowding at peak times. However savings might be limited if people simply travel at different times and there could be delays to boarding times if disagreements arise over whether a journey is peak or off peak.

4 Having a cap on the value of individual journeys which can be free.

For example, all journeys made in a year up to an overall limit, such as £250, would be free. Travellers would have to pay for any additional journeys beyond this point until the end of the year. The level of savings would depend on the limit set but such an arrangement would allow costs to be controlled without the need for the present reimbursement capping arrangements. However new systems would be required to administer such an arrangement, including enabling passengers to tell easily how much travel they were still entitled to.

The Scottish Government is not minded to pursue either of these options at this time given the potential implementation and operational issues.

You may wish to use the box below to provide comments on these or any other way in which you believe the long-term sustainability of concessionary travel could be achieved, as well as other comments you may wish to make for improvements to the scheme.

My comments:



**TRANSPORT
SCOTLAND**
CÒMHDHAIL ALBA

Transport Scotland
Buchanan House, 58 Port Dundas Road,
Glasgow, G4 0HF
0141 272 7100
info@transport.gov.scot

ISBN: 978-1-911582-13-7
© Crown copyright 2017

You may re-use this information (excluding logos and images) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit <http://www.nationalarchives.gov.uk/doc/open-government-licence/> or e-mail: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

Further copies of this document are available, on request, in braille and large print formats.

Any enquiries regarding this document should be sent to us at info@transport.gov.scot

This document is also available on the Transport Scotland website: www.transport.gov.scot
Produced for Transport Scotland by APS Group Scotland
Published by Transport Scotland, August 2017

Follow us:

 [transcotland](https://www.facebook.com/transcotland)  [@transcotland](https://twitter.com/transcotland)
transport.gov.scot



Concessionary Travel Consultation – DRAFT response Scottish Borders Council

Part 2 – Questions on options

No change to age eligibility of the Scheme

Should scheme eligibility remain unchanged ?

Do you believe that age eligibility for the Scheme should remain as it is? At present everyone resident in Scotland can get the bus pass on their 60th birthday and be able to travel for free at any time of day, for any number of journeys, on local and long distance scheduled bus services throughout Scotland.

Question 1

Do you think that we should retain the existing age eligibility criteria for the Scheme? Yes No

Please use the box below to provide details.

My comments:

As pension age rises there is less need for a free concessionary scheme to start at age 60. The cost saved could be better directed to assist the most transport-deprived sectors of the population. It is however recognised that free travel encourages greater use of public transport. Modal shift from car to bus, which is one of the key objectives of the concessionary travel scheme, may be most likely to occur in the 60-65 years (working) age bracket. A significant shift in journeys from bus to car, leading to reduced bus patronage, could affect the financial sustainability of bus journeys/routes and thereby have detrimental effects on the wider bus network and its users, thus undermining another key objective of the scheme, i.e. to “provide opportunity for improvements to public transport”.

Options to change the National Concessionary Travel Scheme

Raise the age of eligibility for men and women to the female State Pension age in one step

What is it?

so that they will reach State Pension age at 65 from November 2018. In addition, both men's and women's State Pension age is due to increase to 66 by 2020 and to 67 between 2026 and 2028.

The proposal would set the age of eligibility for free bus travel at female State Pension age from 2018.

Question 2

Are you in favour of raising age eligibility to female State Pension age in this way?

Yes

No

Please explain your answers.

Generally it would be expected for income to decrease upon retirement so there is a logic in linking eligibility for concessionary travel to pensionable age as previously existed. (Prior to April 2003 concessionary travel was available to women aged 60+ and men aged 65+ in line with pension ages).

People aged 60+ with a disability would still be entitled to free travel if meeting the eligibility criteria for disabled persons.

Raise the age of eligibility to the female State Pension age over a number of years

What is it?

Women's State Pension age is being equalised with men's, so that they will reach State Pension age at 65 from November 2018. In addition, both men's and women's State Pension age will increase to 66 by 2020 and to 67 between 2026 and 2028.

Age eligibility could be increased towards the (female) State Pension age either:-

- by one year per calendar year; or
- by six months per calendar year

Question 3

Are you in favour of raising age eligibility to female State Pension age gradually over time?

Yes

No

At what rate?

By 1 year per year

By half a year per year

Please explain your answers.

The Council is supportive and mindful of the pressure group WASPI (Women Against State Pension Increase) case.

Increasing the age of entitlement by six months each calendar year is preferable to increasing the age of entitlement by a year each calendar year (for example, in 2018, increasing the age to only 60 ½ years rather than 61 years).

This more gradual implementation would be more beneficial as it would provide those most affected in the short-term (those nearing the age of 60) with more time to plan for the financial and any other negative impacts of the proposal to raise the age eligibility.

We appreciate that applying 6 monthly increases will take 14 years to achieve the transition from 60 to 67 in some cases, and we agree this is not practical however, the implementation of at least an initial series of six monthly increases will lessen the impact on those near to 60 years.

A more gradual change should also result in a more gradual impact on the bus network, allowing operators more time to plan and adapt to the revised market conditions.

Free bus travel for Modern Apprentices

What is it?

Young people undertaking Modern Apprentice frameworks registered with Skills Development Scotland would be able to get free bus travel. The offer might be targeted at those Modern Apprentices under age 21.

What does it mean for me?

If you are a qualifying Modern Apprentice you would be able to get free bus travel.

Question 4

Are you in favour of providing free bus travel to Modern Apprentices?

Yes

No

Should this be targeted at Modern Apprentices under Age 21?

Yes

No

Is there a better way to provide support to help with the travel costs of Modern Apprentices?

Yes

No

If so, please specify below.

Please explain your answers.

The consultation paper states that the proposal will make “Modern Apprenticeships more accessible for all young people”. However, particularly in rural areas there may be no public transport or no suitable public transport between the young person’s home and place of work (or place of higher education if applicable) so the availability of a free bus pass could be of limited benefit. It might be more equitable to provide a travel bursary that could be used towards the cost of any transport: for example, bus or rail fares, taxi/PHC fares, or the running costs of private transport.

The Council is supportive of the Modern Apprenticeship scheme but, rather than targeting concessionary travel to modern apprentices, an enhancement to the Young Persons bus scheme would be more equitable and provide an incentive for more young people to use public transport rather than their own private transport.

Support for “Wheels to Work” type schemes (e.g. scooter or moped hire would support those people who do not have suitable bus services. Travel by these means would not necessarily be free, but assistance towards the cost of the schemes, enabling low cost to the users, would be useful.

Companion cards for disabled children under age 5

What is it?

Allow disabled under 5s to get a companion card where this is needed so that their parent/carer can travel for free. Under 5s cannot get a disabled persons bus pass as they generally travel for free.

What does it mean for me?

The parent or carer accompanying the child currently has to pay for their own travel until that child qualifies for a companion card on their 5th birthday. This would allow the parent or carer to travel with an eligible disabled child under 5 for free.

Question 5

Are you in favour of providing a companion card for disabled under 5s where this is needed?

Yes

No

Please explain your answer.

The proposal addresses the anomaly in the current eligibility criteria whereby the individuals affected are entitled to a bus pass on grounds of disability but fail to qualify because of their age. We support the reasons given in the consultation paper, and it removes an element of age discrimination. We do believe, however, that concessionary reimbursement should be paid only for the companion, as the child would have travelled free in any case. This would mean the card being programmed with a different category of eligibility.

Are there any other issues you wish to raise which are not covered above?

The Scottish Government welcomes any further comments and suggestions on the Scheme and how it might be improved or made more sustainable.

Question 6

Do you have any other comments about any of the issues raised in this consultation? Yes No

If so, please use the box below to provide details.

My comments:

- 1. The National Blind Scheme for Rail Travel is administered by Scottish transport authorities who individually deal with the ScotRail franchise-holder, currently Abellio, who represent the rail industry in this respect. It would be more appropriate for Transport Scotland to manage the administration of this concessionary travel arrangement.**
- 2. The existing scheme disproportionately benefits urban residents who have high frequency bus services. It does not benefit people in areas without bus services or who are unable to walk to the nearest bus stop (however near or far that may be). We would therefore urge that some of the savings from increasing the eligible age are directed to supporting provision of demand-responsive transport (which could be Community Transport, Council-operated or contracted with commercial providers) which would directly benefit the most vulnerable and transport-deprived people in our community. This would give a significant social benefit for these groups of people, and would give targeted help to offset the disadvantage to lower-income people aged 60 to 66 caused by increasing the entitlement age.**
- 3. It is well known that the benefits of the scheme vary significantly for different individuals, being greater for those living in areas well served by public transport, particularly urban and inter-urban areas. Those people living in areas less well served by public transport, or only served by community transport services unable to participate in the Scottish Government's free travel scheme, are less able to take advantage of concessionary travel.**
- 4. As highlighted in the consultation paper, public transport has experienced a decline in use, affecting the viability of services and resulting in reductions in levels of service. Government savings derived**

from amending the age entitlement could be used to support bus services including the enhancement of passenger transport provision in rural areas where the possession of a free bus pass may be of little or no value given the sparsity of bus services. Given the potential impacts on the wider bus market it is essential that operators remain no better and no worse by participating in the scheme.

- 5. Implementation from April 2018 is a very short timescale for those approaching the age of 60, particularly those on low income, who will need to adjust to the change in their circumstances. A later implementation date would benefit individuals nearing the age of 60.**

Part 3 - Assessing impact

1.1

Question – Equality Impacts

Are there any likely impacts the proposals contained within this Consultation may have on particular groups of people, with reference to the ‘protected characteristics’ listed above? Please be as specific as possible.

Question – Children and young people

Do you think the proposals contained within this Consultation may have any additional implications on the safety of children and young people?

1.2

Question – Business impacts

Do you think the proposals contained in this Consultation are likely to increase or reduce the costs and burdens placed on any sector? Please be as specific as possible.

1.3

Question – Privacy impacts

Are there any likely impacts the proposals contained in this Consultation may have upon the privacy of individuals? Please be as specific as possible.

Transport Scotland
2017

Annex C

Options not favoured by the Scottish Government

A number of those with whom we have engaged in preparing this Consultation indicated a first preference for maintaining the current age of eligibility or, if changes had to be made, for alternative approaches to be taken. For a variety of reasons the Scottish Government is not minded to adopt these but they are listed below for information: -

1 Requiring card holders to make a small financial contribution towards the cost of each concessionary journey.

A fixed contribution of, say, 20p, 50p or £1 would be required to be paid for each journey undertaken. This would be relatively simple to implement and would generate significant savings. For example, a contribution of 20p per journey could save up to £17 million annually if applied to all concessionary passengers, including disabled bus pass holders as well as those qualifying on age. (Requiring a contribution only from non-disabled pass holders would reduce savings by about 10%.)

2 Levying an annual charge for access to free bus travel.

The journeys themselves would be free but there would be a fixed annual fee, for example £10 or £20. In effect, this would be like having an annual very low cost season ticket valid on all buses. Based on current usage, annual savings could be up to £13 million with a £10 charge and proportionately more for higher charges. Excluding disabled bus pass holders from the requirement to pay a charge would reduce savings by about 10%.

The Scottish Government does not favour either of these two options because they would not be consistent with the commitment set out in the Programme for Government 2016-17 to provide free bus travel for older and disabled persons. Option 1 could additionally lengthen boarding times and Option 2 would require new administrative arrangements, for example to issue reminders and process forms.

3 Restricting use of a bus pass during peak travel times.

Limiting the use of the bus pass to off-peak travel might save costs by encouraging people to travel at times when bus services tend to be less busy. This can reduce costs for bus operators and possibly alleviate overcrowding at peak times. However savings might be limited if people simply travel at different times and there could be delays to boarding times if disagreements arise over whether a journey is peak or off peak.

4 Having a cap on the value of individual journeys which can be free.

For example, all journeys made in a year up to an overall limit, such as £250, would be free. Travellers would have to pay for any additional journeys beyond this point until the end of the year. The level of savings would depend on the limit set but such an arrangement would allow costs to be controlled without the need for the present reimbursement capping arrangements. However new systems would be required to administer such an arrangement, including enabling passengers to tell easily how much travel they were still entitled to.

The Scottish Government is not minded to pursue either of these options at this time given the potential implementation and operational issues.

You may wish to use the box below to provide comments on these or any other way in which you believe the long-term sustainability of concessionary travel could be achieved, as well as other comments you may wish to make for improvements to the scheme.

My comments:

- 1. It is our experience that many older people are willing to pay a contribution towards their transport.**
- 2. The levying of an annual charge unrelated to actual travel would be particularly unfair for those living in rural areas with limited access to public transport who already benefit less from the scheme than urban residents.**
- 3. In rural areas the number of bus journeys available can be limited and people may have little option but to travel at peak times so we do not favour a time restriction for concessionary bus travel.**
- 4. This option could be attractive if adequate systems could be put in place to ensure that bus users have all the information required to manage their free travel “budget”.**
- 5. The National Blind Scheme for Rail Travel is administered by Scottish transport authorities who individually deal with the ScotRail franchise-holder, currently Abellio, who represent the rail industry in this respect. It would be more appropriate for Transport Scotland to manage the administration of this concessionary travel arrangement.**

WINTER SERVICE PLAN FOR YEAR 2017/18

Report by Service Director Assets & Infrastructure EXECUTIVE COMMITTEE

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a review of the performance of Scottish Borders Council's Winter Service during 2016/17, and presents, at Appendix 1, SBC's Winter Services Plan for 2017/18.**
- 1.2 SBC provides a winter service on nearly 3,000km of roads across the Scottish Borders. An annual Winter Plan is prepared to outline the steps that will be taken to ensure that the roads network is safe, within available resources.
- 1.3 The winter of 2016/17 was not particularly bad in terms of snow and ice, during;

December 2016, temperatures were milder than average in all areas, by as much as 3°C over parts of Scotland,

January 2017, Scotland and Northern Ireland were particularly dry and sunnier than the average

February 2017, rainfall was closer to average generally, however rather wetter for much of southern Scotland and northern England
- 1.4 The Winter Service Plan for 2017/18 is similar in terms of policy, priorities, routes, call out arrangements and resource planning (although it should be noted that significant work was done on the plan prior to 2015/16, including public consultation).

2 RECOMMENDATIONS

I recommend that the Executive Committee:

- 2.1 (a) **Notes the performance of the SBC Winter Service during 2016/17;**
- (b) **Endorses the Winter Services Plan for 2017/18;**
- (c) **Agrees to consider, in the Autumn of 2018, amendments to the plan for Winter 2018/19.**

3 BACKGROUND

- 3.1 The Council undertakes a Winter Service on nearly 3,000km of local road network. The Service is provided by the Assets and Infrastructure Department.

Under the Roads (Scotland) Act 1984, Section 34, all roads authorities are required to *'take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads'*. The safe passage of people on the road network during winter is very important for the social and the economic needs of the area.

- 3.2 To assist in meeting the legal requirements the Department produces an annual Winter Service Plan which describes what steps will be taken to maintain the local road network free from ice and snow as far as it is considered reasonable within the available budget. The Plan is mainly based on a route treatment hierarchy where priority routes have been determined depending on various factors such as traffic volumes, bus routes and access to schools, shops and medical centres. Officers have updated the Council's Winter Plan for 2017/18.

- 3.3 How the Council keeps the road network operating safely and effectively is taken forward in 2 ways:

- Prevention – by pre-salting roads to reduce the effect of frost and frozen conditions, taken forward on a routine, planned basis. The road network is currently split into Primary, Secondary and Tertiary Networks. Planned "pre-salting" is only undertaken on the Primary Network. The remaining road network will then come under the "post-treatment" of secondary and Tertiary networks. The Secondary network is treated after the primary routes, where there is time and resources to cover them, and it is believed that the freezing conditions will continue. The Tertiary network will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes, and resources have become available.
- Intervention – through large scale snow clearance following extreme winter conditions, taken forward on more of an ad hoc basis, involving emergency actions and community resilience. This is co-ordinated by the Council's Emergency Planning processes.

- 3.4 Officers have presented to the Executive Committee a number of reports on the Winter Service over the last 4 years. Previous reports defined the primary and secondary salting route network and presented an update of the overall Winter Plan document.

These reports have put the Council in a robust position in terms of defining the standards and levels of service delivered through its Winter Service Plan.

4 REVIEW OF THE SERVICE DURING WINTER OF 2016/17

- 4.1 The Winter of 2016/17 was not particularly bad in terms of snow fall and very low freezing temperatures. In terms of snow and ice conditions this view is supported when compared with the extreme winter of 2011/12 and in relation to the number of planned actions carried out and the total salt used. The following key parameters illustrate this.

Years	11/12	12/13	13/14	14/15	15/16	16/17	Comment
Planned Actions	271	202	204	213	194	196	Call outs to undertake preventative actions – annual average 213
Salt							
Usage (,000T)	43	23	24	33	28	26	Used on Local & Trunk roads

- 4.2 The following represents an assessment of the weather experienced across the UK during Winter 2016/17 (December to February) as reported by the Met Office, and how it compares with the 1981 to 2010 average. **Text highlighted in 'bold' refers specifically to Scotland.**

This was a rather dry and mild winter. Any unsettled and stormy spells of weather were relatively brief until the second half of February, in contrast to some recent winters. After this the weather was mild and quite disturbed, including two of the winter's five 'named storms' – Storm Doris, around 23rd February, gave the most widespread impacts over England, with wind gusts of up to 94 mph. December and February were both mild months, but January was a little colder than average towards the south-east (December 2016 was the eighth mildest December for the UK as a whole in a series since 1910, although well below the exceptional mildness of December 2015, and February 2017 ranked ninth). December was very dry over southern England, whereas January was particularly dry in northern and western areas. Rainfall in February was largely near or just above average.

December 2016 was milder than average in all areas, by as much as 3 °C over parts of Scotland, and the UK monthly mean temperature was +2.0°C above the long-term average. January 2017 was milder than average over northern areas, but at times high pressure brought cold continental air into central and south-eastern parts of England where the month as a whole was a little colder than average. For the UK overall, January's mean temperature anomaly was +0.2°C. February was mild in all areas, particularly during the second half when temperatures reached 18°C in the London area on the 20th, and the mean anomaly for the month was +1.6°C.

December was drier than average over England and Wales, with only a quarter of the average rainfall in the south, but amounts were near or just above normal in central and northern Scotland. **In January Scotland and Northern Ireland were particularly dry**, with rainfall near or just above average over the Midlands and most of southern England. **February rainfall was closer to average generally, and in fact rather wetter for much of southern Scotland and northern England.** The UK overall saw 69% of average rainfall in December, 62% in January, and 106% in February.

December was a rather dull month over Scotland but sunnier than average in central and eastern England. **January was sunnier than average in most areas, substantially so in parts of Scotland** and southern England. February was rather dull in many areas, especially Wales, but brighter in northern Scotland and the far south-west of England. Sunshine totals for the UK overall were 104% of average in

December, 120% of average in January, and 79% in February.

- 4.3 The continuing trend of relatively mild winters may be of concern in that, in all probability, we are likely to experience a more severe winter sometime soon. Should we experience a severe winter period of prolonged snow with many roads closed this may prove to be challenging to manage with existing resources that have not been exposed to such demanding conditions for some time. Ongoing decisions should continue to be taken to maintain a level of resources which are able to respond to such extreme weather conditions.

5 PROPOSED AMENDMENTS TO THE WINTER SERVICE PLAN FOR 2016/17

- 5.1 Officers have considered the current Winter Service Plan arrangements, and for 2017/18 do not propose any significant changes to the current plan which is robust in determining this Council's standards and level of winter service.
- 5.2 The Winter Service Plan, at Appendix 1, will be the Winter Service Plan for winter 2017/18. In terms of policy, priorities, routes, call out arrangements and resource planning these will be as per Winter 2016/17. The 2017/18 Winter Plan is a robust plan and clearly defines and has an agreed approach to primary; secondary; and tertiary salting of the Council's adopted road network.
- 5.3 Officers will continue to monitor and review existing winter service arrangements throughout this winter, noting any deficiencies in service provision, with a view to bring forward any further amendments for the 2018/19 Winter Plan.

6 IMPLICATIONS

6.1 Financial

- (a) In 2017/18 the winter service will continue to be delivered as a funded service. The basic cost of all plant and vehicles required to deliver the winter service are also fully funded from within the NS budget.
- (b) Due to the continuing financial pressures affecting the Council, there is a need to continue modernising the approach to winter delivery and reducing the overall salt usage on priority routes.

6.2 Risk and Mitigations

Because the Winter Plan developed last year, and being recommended for adoption this year, has not been fully tested during extreme weather, there is a risk that elements of the plan may not be as effective as is required, due to unexpected, unusually inclement and/or sustained weather conditions. The Roads Service, in conjunction with officers across SBC and partners, will monitor and review arrangements throughout this winter, noting any deficiencies in service provision, with a view to bring forward any further amendments in the Autumn for the 2018/19 Winter Plan.

6.3 Equalities

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

6.4 Acting Sustainably

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

6.5 Carbon Management

There are no significant impacts on the Council's carbon emissions that are additional to current operation.

6.6 Rural Proofing

There are no rural proofing impacts resulting from this report. The Winter Service Plan recognises the rural nature of the Scottish Borders and the importance of maintaining links during the winter months.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes which are required to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this report.

7 CONSULTATION

7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council are being consulted and any comments received will be incorporated into the final report.

7.2 The Chief Executive, the Executive Directors, the Service Director of Customer & Communities, the Service Director Assets and Infrastructure and Corporate Communications have also been consulted and any comments received have been incorporated into the final report.

Approved by

Martin Joyce

Service Director Assets & Infrastructure

Signature.....

Author(s)

Name	Designation and Contact Number
David Richardson	Asset Manager

Background Papers:

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. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact us at Jacqueline Whitelaw, PLACE, Business Support, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 0300 100 1800, email JWhitelaw@scotborders.gov.uk.

Scottish Borders Council Winter Service Plan 2017/18



Contents

1	INTRODUCTION	4
2	POLICY	9
3	ORGANISATION - STAFF RESOURCES	17
4	RESOURCES - PLANT, MATERIALS & FINANCES	21
5	DECISION MAKING	23
6	PERFORMANCE & BENCHMARKING	27
7	CONTACT INFORMATION	29



1. INTRODUCTION

Ice and snow affects the safety of the travelling public as well as the availability and reliability of the road network throughout the winter period.

As such the successful delivery of the winter service is absolutely key to supporting the economic and social well-being of the Scottish Borders.

This Winter Service Plan explains the arrangements for dealing with ice and snow on the region's roads and outlines the efforts that will be made to inform the public of these interventions.

Generally, our winter service is defined to begin on 1 November and end on 31 March, however, as conditions dictate this period can change.

The unpredictability of winter weather can have a significant impact on our communities and tested the resilience of all our services and whilst Scottish Borders Council's road service coped well, which has been recognised by our customers, we recognise that there is always potential for improvement.

It should be noted that naturally occurring rock-salt is the treatment of choice in the Scottish Borders, although the term 'gritting' continues to be used.

The Council's website carries a variety of information pertaining to the winter service and should be referred to for information on gritting routes, self-help, etc.

www.scotborders.gov.uk

During the summer of 2013 the Council undertook to review the impact of the winter weather and the Council's response to it. Neighbourhood Services contributed to this review and we have considered the findings along with our own assessment of the best practice that exists both within Scottish Borders and elsewhere.

Scottish Borders Council works with many partners over the winter period, and in particular:

- * Transport Scotland
- * AMEY as trunk roads operator
- * Police Scotland
- * Public transport operators
- * Local media outlets
- * ELBF and other local authorities

ELBF is a joint working partnership consisting of Edinburgh, Lothians, Borders and Fife Councils that meet regularly to maintain a dialogue on best practice, opportunities for collaboration and knowledge sharing.

The overarching aim of this Winter Service Plan is to allow the safe passage of pedestrians and vehicles on priority routes, to control delays due to winter weather and carry out operations safely.

1.1 Legal requirement and standards

Under Section 34 of the **Roads (Scotland) Act 1984**, the Council has a duty to *“take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads.”*

The Code of Practice for Well Maintained Highways (2011 revision) recommended that local authorities should demonstrate that they are taking reasonable steps to keep the public safe during winter periods. Appendix ‘H’ of this code amended in 2013 suggests a framework for local authorities to follow.

The management of the winter service is audited against our registration to BS EN ISO 9001:2015.

1.2 Weather, climate and forecasting

To provide a reliable, secure and robust winter service the Council have a number of forecasting tools at their disposal to plan the best possible treatment regime throughout the winter period.

We subscribe to the Met Office “Transport Weather Manager” service during the months of October to April and receive the following via the Vaisala Bureau Service:

- * 24 hour forecasts
- * 5 day forecasts
- * Ice prediction graphs
- * Road surface condition information
- * 24 hour consultancy service from the Met Office
- * Ice prediction web page

The forecasts are based on global and national information supplemented by six roadside weather stations strategically placed at sites throughout the Scottish Borders.

We will continue using this domain based forecasting as the basis for our decision making throughout the season.

Flood sensors are located throughout the region and can be monitored remotely by the Council’s Flood Team to check water levels at weirs and grills. Bordercare receive activated alarm calls from these sensors during periods of unpredicted weather which are passed to operational resources for attention.

1.3 Communications

Neighbourhood Services will be responsible for providing winter service information to Scottish Borders Council's Corporate Communications Team.

Information will be supplied on an 'as required' basis by Neighbourhood Services to provide frequent communications with Scottish Borders Council during periods of severe winter weather.

In order to ensure that consistent information is given out, contact with the media on winter service operations will generally be through the Council's Corporate Communications Team, supported by Neighbourhood Services Team.

Communications will detail:

- * Road closures
- * Driving advice
- * Gritting routes
- * Snow clearance

The Council's website has a Winter Service section that will provide a wealth of relevant information for the public to view and will be updated with the aim of creating as close a 'real time' situation as practicable to assist the public in making informed decisions on travel. www.scotborders.gov.uk

Twitter, Facebook, SBAAlert and local media outlets will be used to help spread relevant winter information and advice to the public.

1.4 Resilient communities

Whilst the legal obligations of the Council as a roads authority focus on the safe passage of traffic we recognise that prolonged and severe winter conditions can lead to significant issues in other service areas such as health and wellbeing.

Scottish Border Council continues to lead a Resilient Communities Initiative to enable communities to better prepare, organise and respond to emergency situations such as severe weather, fire, power failure or other major incidents, working along with partner agencies, communities as well as third sector organisations.

1.5 Financial resources

In the current financial climate all public sector services are facing cuts in the available funding and our approach to the delivery of winter service is not immune to this challenge. However, we are continuing to plan so that we can cope with a severe winter by ensuring that we do address the core requirements of our winter service.

It should be noted that it is not possible to provide the winter service on all parts of the network nor to ensure running surfaces are kept free of ice or snow at all times, even on treated parts of the network.

To carry out the core requirements of winter service we will:

- * focus on a clear set of priorities
- * continue to introduce efficiencies
- * make prudent and timely investments that will best ensure the resilience of the service
- * deliver a safe and reliable road network for our customers

1.6 Informing future plans

It is noted that changes in the extent and scope of winter treatments can have significant implications for the service, and may require significant investment to facilitate the desired change, for example the addition of a road to the priority gritting routes may lead to the need for an additional gritter, driver and salt.

We do recognise the importance of this service to our communities and our need to further our understanding of what is wanted from our winter service. With this in mind we have sought the views of our customers through the Household Survey and the National Highways & Transport (NHT) Network public subcontractor survey which will inform the development of the future service. In addition to this, as for all road services we welcome comments, requests for service or inquiry through our customer services feedback.



2. POLICY

COUNCIL POLICY FOR WINTER SERVICE

“Scottish Borders Council aims to assist road users in adverse winter conditions by providing a service which it considers reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles, using available financial and operational resources”

2.1 Policy introduction

The Winter Service Plan contributes to the delivery of the four core aims of the Road Maintenance Plan, being

- * Safety
- * Serviceability
- * Sustainability
- * Customer Services

These aims support delivery of the Council's Local Access and Transport Strategy, the key priorities of the Council and our many partner organisations.

It is recognised that there are three principle activities when considering the winter service:

- * Pre-treatment-precautionary salting
- * Post-treatment – continuing salting following the formation of ice
- * Clearance of snow

The Council's website should be consulted for the most up to date route information with regard to roads and footways.

2.2 Delivery

The winter service has developed over time combining established practices for the clearance of snow and ice with:

- * developments in salt products
- * forecasting technology
- * automated salting

We aim to deliver a service that is efficient, timely and supports our environmental objectives.

We are committed to minimising pollution from the leaching of dissolved salt and to make most effective use of salt by using it only when conditions require.

To ensure timely delivery we aim that:

- * all planned early morning treatments are completed before 8.30am
- * all treatment runs are completed in 2½ hours
- * in response to a call out, our gritters respond within 1 hour of the instruction to treat;

These aims are subject to the severity of prevailing weather conditions and safety considerations.

2.3 Primary network (roads)

We are responsible for the maintenance of 1841 miles (2963 km) of roads throughout the region.

Approximately 717 miles (1154 km or 39% of all roads) have been identified as primary routes whenever carriageway surfaces become, or may become, dangerous through frost, ice and snow.

These routes are those where traffic volumes and speed are likely to be higher and as such the risk to the safety of road users is similarly high if they were to remain untreated.

The rural routes have been established using the following criteria

- * routes of importance to the emergency services
- * topography
- * strategic A class roads
- * main commuter and school routes
- * regular rural public transport routes with weekday frequencies of 2 hours or better
- * other heavily trafficked routes

The urban routes have been established using the following criteria

- * routes around town centres
- * routes leading to town centres
- * routes leading to town buildings, public buildings, schools, hospitals and community centres

2.4 Secondary network (roads)

During severe winter periods treatment may extend to other routes. Traffic volumes and speeds on these routes are typically lower than on the primary routes, as such the risk to the safety of road users is less.

However in times of prolonged severe weather failure to treat these routes will compromise accessibility and heighten the risk of isolation, particularly in rural communities.

Approximately 293 miles (472 km or 16% of all roads) have been identified as secondary routes, these routes are deployed to deal with prolonged dangerous ice and snow roads.

Treatment of these routes will only be carried out if after completion of the primary routes there is adequate time and resources to cover them and that the freezing conditions will continue. Recognising that such constraints on the level of service may exist in the future also, we have prioritised the rural routes using the following criteria

- * sections removed from the primary route list during 2012 winter
- * remaining school bus routes with vehicles over 16 seats
- * timber transport routes
- * remaining 'A' and 'B' roads

The urban routes have been established in consultations with Communities and Local Members and have been included within the roads and streets as defined as the urban secondary salting network. To finalise the actual secondary route to be adopted, consideration was given to:

- * main distributor routes
- * links to industrial zones
- * large housing estates

2.5 All other routes (roads and car parks)

The remaining roads, i.e. those which are neither primary nor secondary routes but are on the list of public roads will be classified as the 'Tertiary network'

The 'Tertiary network' will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes, and resources have become available.

2.6 Primary network (footways)

We are responsible for the maintenance of 1255 miles (780 Km) of footways throughout the region.

We have identified the following classifications of footways and cycleways to receive treatment and this is undertaken through the current 20 primary routes in our larger towns and villages:

- * town centre & shopping areas
- * footways leading to town centres
- * footways serving – public buildings, schools, hospitals, medical centres

The experience gained through the 2012/13 winter review indicated a clear need to consider the needs of pedestrians and cyclists separately to the needs of motorists and other road users. The risk to public safety posed by untreated footways heightens as freezing conditions become very severe or prolonged.

As such footways will not automatically be treated each time we treat our primary routes, but in line with the criteria set out below under Post Treatment (footways).

2.7 All other routes (footways)

If severe conditions persist, then treatment of other footway locations not covered by the primary network may be carried out as needed, subject to the availability of resources. We shall consider the ad-hoc treatment of any location in support of a particular emergency or medical access

need as identified through our partner agencies. We will work with the Community Councils and others to identify all reasonably practicable opportunities for self-help.

2.8 Precautionary Treatment

When forecast that road surface temperatures will fall below freezing – **Readiness Colour: Red** - the primary routes (roads) will be treated at the discretion of the Winter Service Duty Managers.

The timing of any treatment will be between 06.00 and 8.30 hours in the morning and at a time in the evening which allows the route to be treated prior to the predicted forecast time that road surface temperatures will fall below freezing. Salt spread rates will be applied in accordance with Treatment Matrix A. Only in exceptional circumstances, i.e. where roads have remained dry for long periods and there is a high degree of confidence in the level of residual salt, will consideration be given to the non-treatment of first priority routes. Weather and information from sensors located in the road surface are monitored to enable plans to be adjusted accordingly.

When forecast that road surface temperatures are to be below +2°C and there is uncertainty regarding surface hazards – **Readiness Colour: Amber** - the primary routes (roads) may be treated at the discretion of the Winter Service Duty Manager.

The use of patrols may also be used at the discretion of the Winter Service Duty Manager, with the extent being varied according to the conditions. If the patrol crews find areas of icy conditions they will inform their duty foreman who may initiate further action. Weather and information from sensors located in the road surface are monitored to enable plans to be adjusted accordingly.

During the above conditions, footways are not treated at Precautionary Treatment level but are treated in the morning at Post Treatment level.

2.9 Post treatment (roads and footways)

Post treatment salting to carriageways will be carried out when the conditions are:

- * extreme and severe and predicted to last for a prolonged period.
- * icy with formations on surfaces expected to remain after 09:00 hours
- * where snow has been cleared and where conditions are extreme and severe and predicted to last for a prolonged period.

When forecast that surface temperatures will fall below freezing – **Readiness Colour: Red** - the primary routes (footways) will be treated at the discretion of the Winter Service Duty Manager. The timing of any treatment will be between 06.00 and 9.00 hours in the morning.

When forecast that road surface temperatures are to be below +2°C and there is uncertainty regarding surface hazards – **Readiness Colour: Amber** - the primary routes (footways) may be treated at the discretion of the Winter Services Duty Manager or Duty Foreman. The timing of any treatment under these conditions may vary depending upon the timing of the decision and available resources.

2.10 School transport routes

Unfortunately, it is impracticable to extend our winter service treatments to include all school transport routes. In severe and prolonged winter conditions our treatment coverage will extend to include the access to all schools in the region.

We will continue to work with bus operators where appropriate to ensure buses reach essential routes, the majority of these routes will be catered for as our resources can reasonably allow.

Through our proposals for self-help in the community and with better communications with the education service we may be able to facilitate the treatment of identified problem sites in times when accessibility and isolation become a significant risk.

All treatment will be subject to the availability of resources and the prevailing conditions.

2.11 Provision of grit bins

Grit bins can be provided and maintained with stocks of salt where they improve road safety and benefit the community.

Grit bins will generally be provided when determined through a risk based assessment.

Maintaining salt/grit stock in the grit bins will be dependent on the available resources and the prevailing conditions. In severe and prolonged winter weather we may not be able to carry out any re-stocking, as our resources will have to be directed towards treating our roads and footways in line with the priorities set out in this plan.

We will, as part of our asset inventory, maintain details of all our grit bin locations.

Grit bins will **not** usually be provided:

- * on roads that form part of a primary route.
- * where they attract anti-social behaviour or cause nuisance to nearby residents.
- * where their provision would create a further proliferation of street furniture to the detriment of disabled or visually impaired people and/or the community.
- * on unadopted roads whether subject to future adoption or not.

The salt/grit provided in these bins is for spreading on public roads only, and unauthorised use of this salt to treat other premises will be considered as an act of theft.

We aim to have all our grit bins full in advance of winter and seek to maintain these stocks throughout the winter season. Where usage is high and it is confirmed that the salt/grit is being used on the road, we may supplement the existing grit bin provision following assessment.

2.12 Diversion routes

Diversion routes shall be treated to at least the standard required for the diverted route. When selecting diversion routes during the winter season consideration shall

be paid to the extent of the priority routes and for the potential need for a proposed diversion route to be inspected to ascertain its suitability for gritting prior to being used.

2.13 The trunk roads in the Scottish Borders

Transport Scotland is the authority responsible for the management of the Trunk Roads in the Scottish Borders. The A1, A68, A6091, A7 south of Galashiels and A702 fall within their South East Unit area and the services for this area are delivered through their agents AMEY.

Through existing sub contract arrangements Neighbourhood Services currently provide support to AMEY in winter service provision on trunk roads within the Scottish Borders area.

AMEY 0800 042 0188

2.14 Contingency planning – Route rationalisation

Recent winters have seen the nation experience difficulties with the supply of road salt. Where there is a requirement to constrain gritting operations to less than primary routes then the decision to rationalise the extent of treatment in this way may be taken by the Corporate Transformation and Services Director in consultation with the Chief Executive and Police Scotland.

This option shall only be actioned if all other contingency options such as the use of alternative salt supplies and reduced or variable spread rates have been exhausted.

If taken, the communication of this decision to all road users will be critical to the management of the consequential risk.

2.15 Community self help

Whilst the legal obligations of the Council as a road authority focus on the safe passage of traffic we recognise that prolonged and severe winter conditions do lead to isolation being experienced in both rural and urban situations. The issue of isolation can be most acute in our rural communities where the distance to a treated road may prevent access and egress for significant periods.

Scottish Borders Council has developed the existing Resilient Communities scheme to enable a winter service capability in those communities that:

- * are at risk of isolation
- * where that risk cannot be realistically managed through the provision of grit bins and
- * the community have the capacity to respond to that risk through self-help in the community.

2.16 Winter file

The Winter File will be maintained centrally by Neighbourhood Services at the Reiver Complex, Council Headquarters, Newtown St. Boswells. It will consist of the following:

- * Daily Decision Records
- * Operational Log
- * Plant and equipment records
- * Hard copy of this plan, including all appendices
- * Other relevant documentation



3. ORGANISATION - STAFF RESOURCES

3.1 Overall responsibility

As the Roads Authority, Scottish Borders Council has the overall responsibility to provide an effective Winter Service in accordance with its duties. The responsibility for the efficient and effective delivery of winter service operations sits within Neighbourhood Services.

Neighbourhood Services also play a key role for the Council in any emergency response to the severe weather to prepare, respond and recover from the impact of any severe weather event, including the effects of freezing temperatures, ice and snow. The Council's overall response in such circumstances is coordinated through its Emergency Planning team.

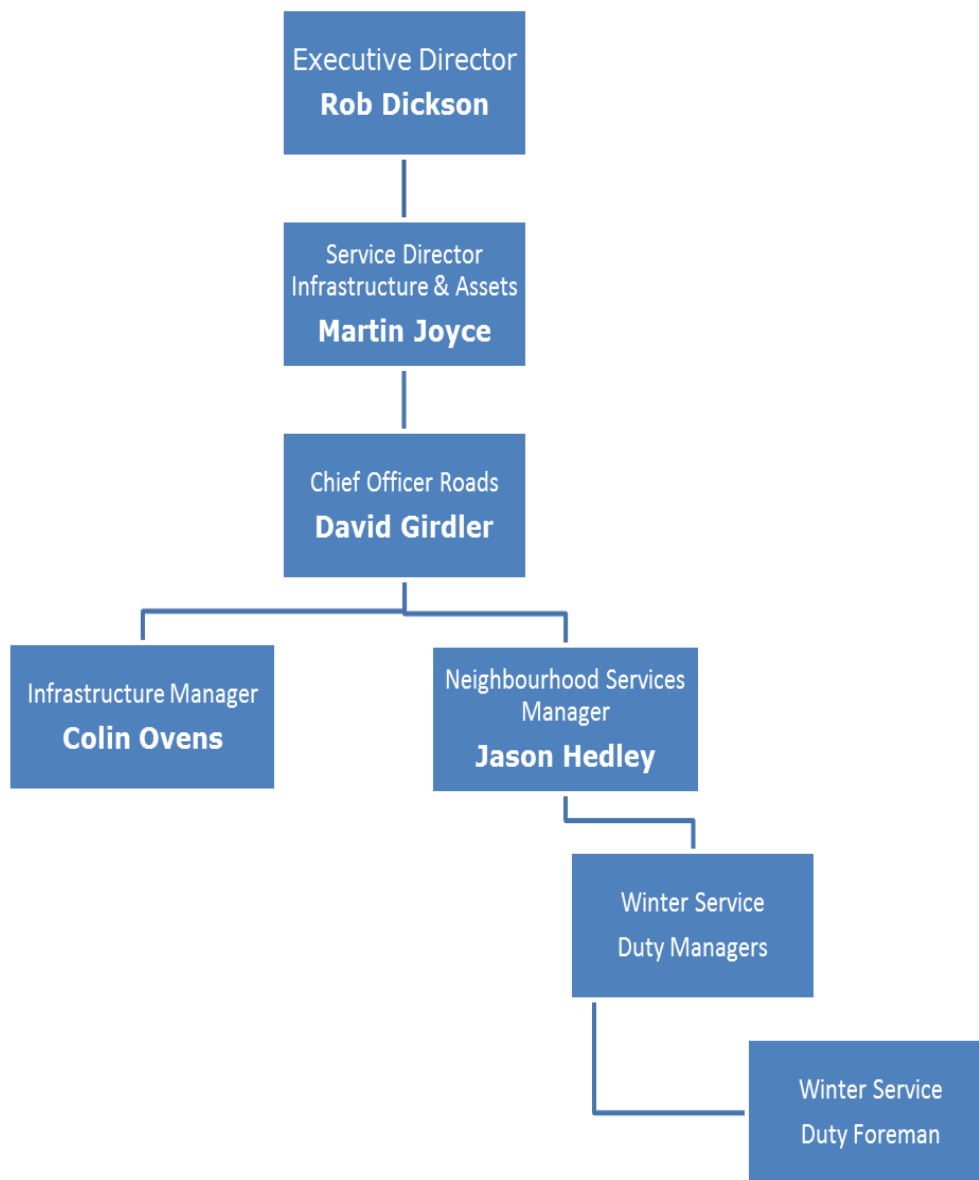
3.2 Prevention

The Council keeps the road network operating safely through precautionary treatment – by pre-salting roads to reduce the effect of frost and frozen conditions, taken forward on a routine, planned basis. The road network is currently split into Primary, Secondary and Tertiary Networks. Planned "pre-salting" is only undertaken on the Primary Network.

The remaining road network will then come under the "post-treatment" of secondary and Tertiary networks. The Secondary network is treated after the primary routes, where there is time and resources to cover them, and it is believed that the freezing conditions will continue. The Tertiary network will only be treated when extended weather conditions persist, all primary routes have been treated, resources have been committed to treat secondary routes, and resources have become available.

3.3 Intervention

The Council's Executive Director has responsibility for Emergency Planning, and will oversee the winter at a strategic level. During large scale snow clearance following extreme winter conditions, the winter service will be taken forward on a more ad hoc basis, involving emergency actions and community resilience.



3.4 Liaison arrangements with other authorities

The following Road Authorities adjoin Scottish Borders:

- * Northumberland
- * Cumbria
- * Dumfries & Galloway
- * South Lanarkshire
- * West Lothian
- * Midlothian
- * East Lothian

Where there is a cross border working arrangement with each county, we shall seek to confirm the commitment to treat each others' routes in formal agreements.

Transport Scotland, through their agents AMEY are responsible for treatment of Trunk Roads within the region.

At times of severe winter weather, the availability of other resources may need to be considered.

Any other cross boundary allocation of resources, other than those in existing agreements, should be authorised by the Corporate Transformation and Service Director.



4. RESOURCES - PLANT, MATERIALS & FINANCES

4.1 Vehicles and equipment - Gritting vehicles

The Council's salting fleet consists of both dedicated gritter vehicles as well as other lorries that have quick change bodies to convert them to gritters.

To ensure correct salt spreading takes place winter equipment and machinery is calibrated and certified to 6mm salting standards.

The majority of Council lorries are fitted with GPS technology with accompanying software to allow real-time tracking and updates on salt spreading.

Snow blowers, propelled spreaders and footpath tractors are also available during inclement weather.

4.2 Depots and salt barns

There are a number of depots and salt barns strategically located across the region. We are also taking forward our arrangements for self-help in the community by building upon our Community Resilience planning scheme.

Through these arrangements there may be additional salt stored throughout the region, which will improve our overall resilience levels during times of severe or prolonged winter weather

4.3 Salt

Salt usage is recorded at each depot by Neighbourhood Services staff and the levels of salt available are monitored. By carefully managing salt levels accurate reports can be transmitted to Transport Scotland.

A national 'Salt Cell' was activated for the winter of 2009/10, run by Transport Scotland. Scottish Borders Council participated fully in these arrangements and through doing so has assisted in the appropriate distribution of salt stocks on a regional and national basis.

4.4 Additional resources

During periods of prolonged snowfall a network of registered local contractors and the Borders Machinery Ring are used to supplement our own resources. These clearance contractors are coordinated by Neighbourhood Services.

Scottish Borders has proven to be resilient as a community when dealing with winter issues and we hope to harness this community support and where possible enable communities to help themselves through times when isolation becomes a real issue alongside our core road safety duties. Self-help is an important factor in overcoming severe winter conditions.



5. DECISION MAKING

5.1 Operational decision making

Operational decisions will normally be made by the designated Winter Service Duty Manager, except when weather conditions have changed unexpectedly. If instructions have changed due to such circumstances, the Duty Foreman should inform the Winter Service Duty Manager of the change and

the reasons for it at the earliest possible opportunity.

The decision for ordering treatment may be based on a combination of weather forecasts, consultation and previous treatments.

5.2 Decision process

The decision will usually be based on interpretation of the weather forecast by the Duty Manager. This will normally be undertaken between 11:00 and 12:00, if the available forecast information allows, and will result in one of the following:

1. Standby.
2. Treatment at specified times.
3. No Action.

The Duty Manager will be responsible for:

- * Organising action based on the forecast received, liaising with others as necessary.
- * Informing the duty supervisors of the decision.
- * Update the 'Decision Making' form after a change of circumstances.

5.3 Action required

Operational staff will be informed that action is required by text, email or phone call. The following day, or as soon as possible, paperwork will be filed with the actual time that each gritter left the depot and the time each route was completed, and returned to Neighbourhood Services administration.

5.4 Major snow storms

During severe and prolonged snowstorms, when resources can no longer keep main traffic routes open, clearance will be attempted on the basis of the Police Snow Emergency Scheme including snow gate operation.

In this event, the Executive Director, in consultation with the Police will decide that conditions are abnormal and will ensure that resources are deployed appropriately throughout this period. Consideration will be given to locating a Police Officer within the Winter Operations Team and they will liaise over operational matters together with a direct link to the local radio station.

A register will be maintained of all road condition reports received. It is essential that this Winter Operations Team is supplied with up-to-date information from area offices so that the Executive Director and the police can be kept properly informed.

Outwith office hours the Duty Managers will ensure that operations are properly controlled. Foremen will normally be on duty during the day and early evening. As far as possible, they will not be disturbed at night. Night staff will contact the Duty Managers or standby foremen for instruction when required.

Snow Gates are located on the A68 at Soutra and the A7 Falahill to facilitate safe road closures and a system of variable message signs have been developed for the diversion of traffic.

The police control overall strategic traffic routing making use of both trunk and council roads. Snow clearance operations can be seriously hampered by the presence of abandoned vehicles and to prevent this situation as far as possible snowplough drivers are reminded of the need to pass information quickly to their area offices and Winter Operations Team.

5.5 Salt spread rates

Salt spread rates have been revised following new guidance provided by the UK Road Liaison Group and in consultation with Edinburgh, Lothians, Borders and Fife Councils (ELBF).

This revision followed research undertaken by TRL on behalf of the Transport Scotland and the National Winter Research Group into the possibility of reducing spread rates; taking into account the new guidance whilst utilizing best practice gained from local knowledge and experience of past winters. Rates of spread will be 10 g/m² unless conditions dictate otherwise.

ELBF Councils agreed a common matrix for salt spread rates that relate to:

- * surface conditions
- * road temperatures
- * salt condition

This agreed matrix has been developed from the **Code of Practice for Well Maintained Highways** (2011 revision) Appendix H and takes account of recommendations by the SCOTS Winter Group following a review of the Code of Practice and consultation with the National Winter Service research Group (NWSRG).

TREATMENT MATRIX A - DRY SALTING MEDIUM / LOW TRAFFIC ONLY

Frost or forecast frost Road Surface Temperature and Road Surface Wetness	C Poor Cover (salt stored uncovered) Medium Traffic Normal Loss	K Good Cover (salt stored under cover) Medium Traffic Normal Loss	Comments
RST at or above -2 deg and dry or damp road conditions	10	10	
RST at or above -2 deg and wet road conditions	15	10	
RST below -2 deg and above -5 deg and dry or damp road conditions	(15 or 20) ₁	(10 or 15) ₁	1Spread rate dependent on residual salt on road surface
RST below -2 deg and above -5 deg and wet road conditions	1 x 20 & monitor & treat as required)	20	
RST at or below -5 deg and above -10 deg and dry or damp road conditions	(1 x 20 & monitor & treat as required) ₁	20	1Spread rate dependent on residual salt on road surface
RST at or below -5 deg and above -10 deg and wet road conditions	(1 x 20 & monitor & treat as required)	(1 x 20 & monitor & treat as required)	
Precautionary treatment before snow / freezing rain			
Light snow forecast (light snow is defined as <10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action.	
Moderate / Heavy Snow forecast (defined as ≥10mm)	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action	
Freezing Rain forecast	2 x 20	Spreading salt before freezing rain can have a limited benefit and follow up treatments will be delivered on any ice that has formed	
Treatment when ice formed			
Ice formed up to 1mm RST higher than -5 deg C Medium / Light traffic	20	Winter Officer to monitor for further treatment	
Ice formed up to 1mm RST lower than -5 deg C Medium / Light traffic	20	Winter Officer to consider and seek approval for 1:1 mixture and further assess spread rate	
Treatment during snowfall			
Continuous snow falling	20	Winter Officer to monitor for further treatment	
Snow forecast for during the night	Patrol	Winter Officer to monitor for further treatment	
Treatment for slush when freezing conditions are forecast			
Plough to remove as much slush as possible before treating	2 x 20	Winter Officer to monitor for further treatment	
Treatment for thicker layers of compacted snow and ice			
Medium layer 1 to 5 mm initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture	
High Layer Thickness greater than 5mm Initial treatment	20 to 40	Dependent on capability to complete route within reasonable time and monitor for further action. Winter Officer to consider and seek approval for 1:1 mixture For successive treatments spread abrasives only After traffic has started breaking up the layer spread at 20g/m ² of salt / abrasive mixture	



6. PERFORMANCE & BENCHMARKING

6.1 Performance & benchmarking

We benchmark the performance of the service and seek to identify areas for further improvement in our efficiency and effectiveness through our active participation in the APSE and SCOTS Benchmarking and Performance group. Monitoring and reporting of local indicators through the ELBF group is also undertaken together with a review of customer response to the Household Survey and the National Highways & Transport (NHT) Network public subcontractor survey. This will inform the development of the future service. In addition to this, as for all road services we welcome comments, requests for service or inquiry through our CRM line.

Performance is measure using the following KPI's agreed with APSE/SCOTS:

- * actual number of planned actions
- * total cost of winter maintenance
- * cost per km treated (planned routes)



7. CONTACT INFORMATION

The main point of information and contact is via Scottish Borders Council's website www.scotborders.gov.uk

During periods of severe weather the Council will also use Facebook and Twitter to provide frequent updates to the public.

We work closely with local radio stations to inform listeners of road conditions throughout the region.

During office hours (08:45 to 17:00) queries should be directed via the Council website or through the helpline:

* 0300 100 1800.

In the case of an **emergency** out of normal office hours we have an agreement with Bordercare who can be contacted on:

* 01896 752 111

AMEY, the trunk road manager can be contacted on:

* 0800 042 0188

You can get this document on tape, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

Contact – Jacqueline Whitelaw, PLACE, Business Support, Scottish Borders Council, Council Headquarters, Newtown St. Boswells TD6 0SA Tel. No. 0300 100 1800



INTRODUCTION OF CHARGES FOR STREET NAMING, HOUSE NUMBERING, AND CHANGING A HOUSE NAME

Report by Service Director, Customer and Communities

EXECUTIVE COMMITTEE

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes the introduction of charging for requests for street naming, property numbering or naming, and property name changing (renaming), in line with many other Scottish Local Authorities.**
- 1.2 Under the Civic Government (Scotland) Act 1982, SBC currently undertakes the processes required to name a new street, number or rename a property but does this at no cost to the developer, be that an individual, a commercial organisation or a social landlord.
- 1.3 Almost half of Scottish Local Authorities have introduced charges for these services. Given current public sector financial constraints and the duty, under the Local Government in Scotland Act 2003, to secure best value, SBC has the right to introduce charging and cover the costs required to provide the service.
- 1.4 With the ongoing tightening of public finances and anticipated increases in house building, it is proposed that fees are introduced for those who make a request to SBC to name a street, number or rename a house, and that a more streamlined process is introduced to allow the collection of the information required to instigate and undertaken the process.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:-**
 - (a) **Agrees to the introduction of charges to householders, developers and Registered Social Landlords (or any other individual or body who required this service) to cover costs associated with requests to name a street, number, name or rename a property and the introduction of an e-form for this purpose;**
 - (b) **Considers the the scale and type of development in Scottish Borders, and agrees to set the following charging rates, for all requests made after 1 December 2017:**
 - **Street Naming: £150 per street named**
 - **Property Numbering or Naming: £75 per property**
 - **Property Renaming: £75 per property**

3 BACKGROUND

- 3.1 As part of the budget setting process for 2017/18 it was proposed that SBC looked to introduce a fee for requests for naming of streets and the numbering of properties. Within the Financial Plan, £22k was included as annual income, under Place "Maximising Resources".
- 3.2 The Council's power to name and number the roads in its area stems from section 97 of the Civic Government (Scotland) Act 1982 which states that "a local authority may, in relation to any road in their area, give such name to it as they think fit and give each of the premises in it such distinguishing number as they think fit; alter that number when necessary; and require the owner of each of the premises, by notice served on him, to affix or paint that number on his premises so that it is readily legible from the nearest part of the public place giving access to the premises".
- 3.3 Currently, SBC's Democratic Services undertake, at no cost to individuals, developers or social landlords, the work required to name a new street, number either one or multiple properties, and rename properties. This work is carried out at clerical assistant level and takes around 2/3 of an FTE. Were this to grow to utilise a full FTE, the cost of this would likely be in the £19k-£21k range at current salary, NI rates etc. It is noted that Audit Scotland has provided guidance on the matter and the general principle is that a local authority should only be charging as much as it costs to carry out the service.
- 3.4 Around half of Scottish Local Authorities have now introduced charging for these processes. Section 1 of the Local Government in Scotland Act 2003 states that it is the duty of the local authority to make arrangements which secure best value. It stipulates that in providing best value, the local authority shall "maintain a balance between the quality of the performance of its functions, the cost to the authority of that performance and the cost to persons of any service provided by the local authority on a wholly or partly rechargeable basis".
- 3.5 With tightening public sector resources, other local authorities are now charging for these services in order that the time spent by support services is, at the very least, covered by either individuals or developers and that this income can then be re-invested in universal public sector services associated with additional development.
- 3.6 The adopted Local Development Plan 2016 (prepared by SBC's Planning service) has identified opportunities for 12,506 housing units for future development, up to the period 2025 across the Scottish Borders. This includes land incorporated within allocated sites, as well as estimates for development opportunities on non-allocated or "windfall" sites.
- 3.7 It is anticipated that housebuilding for the period 2016/17 and beyond is likely to increase, partly due to the number of affordable housing proposals being developed as part of the Strategic Housing Investment Plan (SHIP) 2018-23, approved at SBC's Executive Committee on 17 October 2017. The current approved SHIP estimates the following affordable housing completions:

2017/18	2018/19	2019/20	2020/21	2021/22
83	282	319	222	211

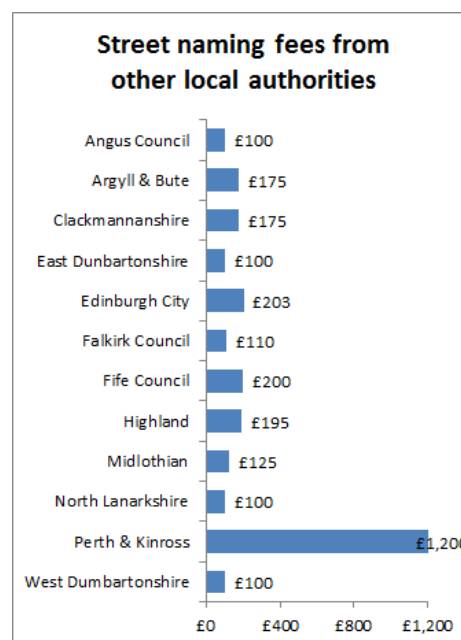
3.8 Whilst the delivery of housing is subject to many factors out with SBC's control, it is reasonable to anticipate that there will be a significant number of developments in the future requiring Council input with regards to street naming, and property numbering.

4 STREET NAMING

4.1 After planning permission is granted, developers or Registered Social Landlords (RSLs) make contact with SBC's Democratic Services in order that the processes required for street naming can commence. Democratic Services then instigate a consultation process with Elected Members, Community Councils, and relevant SBC service areas such as Roads. Royal Mail is then contacted and a postcode is issued. Democratic Services then notify the applicant, Emergency Services, NHS and utility providers.

4.2 12 other Scottish Local Authorities currently charge between £100 and £1200 for street naming. The table below shows how much each Local Authority charges and the graph clearly demonstrates the range of charges:

Councils	Street naming fees
Angus Council	£100
Argyll & Bute	£175
Clackmannanshire	£175
East Dunbartonshire	£100
Edinburgh City	£203
Falkirk Council	£110
Fife Council	£200
Highland	£195
Midlothian	£125
North Lanarkshire	£100
Perth & Kinross	£1,200
West Dunbartonshire	£100



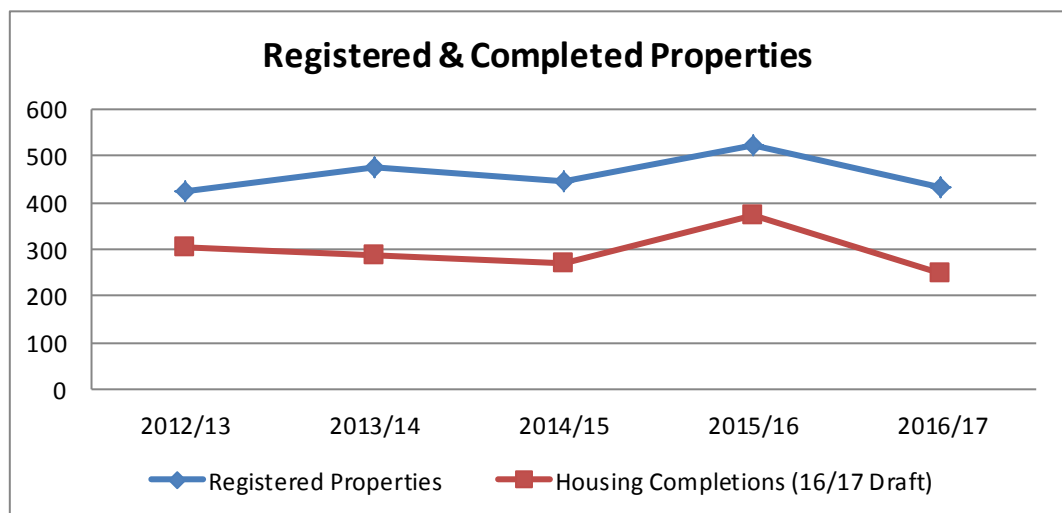
4.3 Over the last few years, SBC has dealt with the naming of around 20 streets each year. The table below shows the developments where street naming was required. Each street naming consultation process usually takes a few months.

Developments	2014	2015	2016	2017 to 30/6/17
Berwickshire	4	2	5	2
Ettrick & Lauderdale	8	7	4	5
Roxburghshire	9	5	7	2
Tweeddale	0	5	7	4
TOTAL	21	19	23	13

- 4.4 Once the street or streets have been named, the developer or RSL is responsible for providing and installing signage. SBC's Sign Shop and Roads Service will often be involved but all costs are covered by the developer or RSL.
- 4.5 Occasionally, bodies such as town groups or archaeological societies undertake work to re-instate or change the name of a lane or close within a town or village. Requests for street naming such as this are dealt with in the same way as requests from developers and RSLs, and the body making the request is responsible for signage and erection costs, although SBC may be involved in seeking or providing fund through, for example, the Small Schemes budget. Requests such as this would also be subject to the proposed administration charges but SBC would work with the applicant to identify appropriate grants or funding that could be used to cover total project costs.

5 PROPERTY NUMBERING

- 5.1 Within SBC's Assessors Service, between 400 and 500 properties are registered for council tax each year. Housing completion figures tend to be lower and the differences can in part be attributed to, for example, Property Conversions and also Self-Catering properties re-joining the council tax register:



- 5.2 Each year, SBC's Planning Service makes a return to the Scottish Government on the supply of new housing (Housing Land Audit Completion Figures). The 2015/16 return was 373, reducing to 247 in 2016/17 and includes both private development and development by Housing Associations.
- 5.3 As indicated in Section 3, it is anticipated housebuilding is likely to increase. During 2016/17, there were 1324 planning applications, 3% more than 2015/16. The number of applications received thus far in 2017/18 is running 12% ahead of the same period in 2016/17. This increase will, over time, manifest in more property registrations and consequently more work for SBC's Democratic Services.
- 5.4 From desk-based research undertaken, around half of other Scottish Local Authorities charge for property numbering, including Edinburgh, Midlothian and Dumfries and Galloway.

5.5 As consultation is not required to number properties, once a request is received, Democratic Services contact Royal Mail, and then follow the process as outlined in Section 4.1. A postcode will then be allocated and the applicant can then request, for example, new wheeled bins by phone or via the SBC website.

5.6 Of the 15 local authorities who currently have a fee for property numbering, 3 have a set fee per property:

Council	Set price per house
Angus Council	£100
Dumfries & Galloway	£40
Highland	£150

5.7 Other Local Authorities use a sliding scale. For example Midlothian charges anyone making an application to number one property £80, £100 for 2-10 properties, £150 for 11-25 properties and so unit charges reduce significantly using this approach. Argyll & Bute takes an alternative sliding scale approach, £80 for 1 property, £40 each for between 2 and 50 properties and £50 each for more than 50 properties. **Appendix 1** provides details of each sliding scale.

5.8 Neighbouring local authorities use a mixture of set fees (Dumfries and Galloway) and sliding scales (Midlothian and City of Edinburgh). Additional research has also revealed that Northumberland County Council charges £200 for Street Naming, and £50 for numbering with additional plots £5 thereafter.

5.9 Housing Developments in the Scottish Borders tend to be relatively small in scale. Under the proposed charging structure, charges for developers are illustrated as follows:

- 3 house development on an existing street – total charge £225.
- 1 new street with a 5 house development – total charge £525.
- 2 new streets with a total of 20 houses - total charge £1,800.

5.10 Because the provision of affordable housing is a priority for Scottish Borders Council, consideration was given during the research to the impact that the introduction of any fees could have on the development of such housing by RSLs, and whether or not exemptions should apply to affordable housing new build and conversion/remodelling. The number of affordable housing completions each year (including affordable housing delivered through new build, conversion and remodelling) is shown in the table below:

2012/13	2013/14	2014/15	2015/16	2016/17
110	68	59	198	100

5.11 Six other Local Authorities who have introduced property numbering fees were contacted during the research (Stirling, Fife, Argyll & Bute, Midlothian, West Dunbartonshire, City of Edinburgh) and no exemptions are given for RSLs in these local authority areas. When Fife Council introduced fees, their Officers spoke to many other Local Authorities and it was clear that the majority felt that private developers would feel

targeted if they were to be charged and from the list above, most felt it easier and clearer to charge all developers. SBC already exempts RSLs from certain developer contributions and given the fact that SBC is simply wishing to cover its costs, officers would recommend that charges are applied. (SBC officers have already discussed the implications of charging with RSLs).

- 5.12 Similarly, relief to encourage developments in the Borders Railway "Corridor" or in other specific development areas was also considered as part of the research. However again, the small charging rate proposed is unlikely to influence the location of private developments.

6 House renaming

- 6.1 As well as dealing with street naming and property numbering requests free of charge, SBC also undertakes the administration for requests for house renaming on behalf of individuals. This is also something that 6 other Councils charge for as follows:

Council	Renaming an existing property
Angus Council	£100
Argyll & Bute	£77
Fife Council	£28
Midlothian	£50
Perth & Kinross	£52
West Dunbartonshire	£75

- 6.2 Whilst there is not a huge amount of renaming done each year, each one does require Democratic Services to liaise with all relevant bodies, as outlined in Section 4.1.

7 Conclusions and Proposals

- 7.1 There are a number of reasons why SBC should consider the introduction of charging at this current time:
- As with all Local Authorities, SBC's financial situation, both currently and over the longer term, requires that it looks to make services efficient and cost effective, ensuring that public money is used as prudently as possible to address a wide range of priorities. Where charging can be introduced, all options should be explored in order that other key priorities can be invested in;
 - The adopted Local Development Plan (2016) has made provision for significant housing development over the next 8 years, and the SHIP estimates the provision for between 1100-1200 affordable houses between 2017 and 2022. Indications within the Planning Services would suggest that planning applications are on the increase;
 - Other similar rural and neighbouring councils are now charging to provide the same service and at the very least covering administration costs associated with the processes and ensuring best value.

- 7.2 Based on an assessment of similar rural and neighbouring local authorities, and the scale and type of development in the Scottish Borders, **Appendix 2** models potential income for SBC, based on the set fee approach, and the following is being proposed:
- Introduce a set fee for requests to **name streets**, covering consultation and administration costs. It is recommended that a fee of **£150** is set in line with similar rural and neighbouring local authorities (*the £1200 fee set by Perth & Kinross is viewed as extremely high and has therefore been excluded from consideration*)
 - Introduce a set fee for requests to **number properties** (including remodelled properties that require to be numbered / renumbered) covering administration costs. A set fee approach would enable simpler collection of fees, including through "e-Forms". It is recommended that a fee of **£75** is charged. A sliding scale option for Property Numbering charging was considered (e.g. in Midlothian) but the fees per unit reduce significantly using this approach, and developments in the Borders tend to be smaller in size.
 - Introduction of a set fee for requests to **rename a property**, covering administration costs. It is recommended that a fee of **£75** is introduced.
 - Some concessions were considered namely:
 - Relief for RSLs (Registered Social Landlords)
 - Relief to encourage developments in the Borders Railway "Corridor" or in other specific development areas

However, given the relatively small charging being introduced to cover costs only, it was felt that it was fairer to introduced consistent charging across all sectors and areas within the Scottish Borders.

- 7.3 Officers recommend that all requests for street naming, numbering or renaming made on or after 1 December 2017 are subject to charging, including those that relate to planning applications already in the system. SBC's website will be updated accordingly.
- 7.4 Whatever is decided by Elected Members, it is recommended that an e-form is introduced (combined with online payments if charging is approved). At the moment, Democratic Services often receive requests where key information is missing which then involves going back to the applicant which can be time consuming.
- 7.5 Currently, when developers, RSLs, individuals or other applicants contact SBC to request these services, no online form exists to instigate this process, with information coming in to SBC in a variety of ways- phone calls, emails, and drop-in to Customer Services etc. and with varying levels of detail at initial point of contact. Consequently, Democratic Services staff often have to go back to the individual, the developer or the RSL to request more information. The Service also spend time contacting the SBC Planning Service to clarify missing information, planning reference numbers etc.
- 7.6 As well as allowing SBC to detail fees on the website (either fixed or on a sliding scale), an e-form will ensure that all required information is

gathered from the applicant at first point of contact, as fields would be mandatory, avoiding missing information and ultimately cutting down on transaction time and cost.

- 7.7 Similar to the submission of a planning application, payments could then be taken online, or by cheque, but the administration process for the request would not start on behalf of the applicant until payment has been received, ensuring that SBC's costs are, at the very least, covered.

8 IMPLICATIONS

8.1 Financial

- (a) If members choose not to introduce charging, then £22k will have to be found from elsewhere across SBC services from 2017/18 onwards.
- (b) If members do introduce charging, then any additional income, above the full year annual income target of £22k (which aims to cover the administration costs associated with dealing with requests) can be re-invested in services associated with additional development e.g. street cleansing, waste collection and disposal, schools, winter maintenance etc.

8.2 Risk and Mitigations

The report fully describes all the elements of risk that have been identified in relation to this project and no specific additional concerns need to be addressed.

8.3 Equalities

A Stage 1 EIA has been completed and it was clear there would be no impact on any of the equality characteristics.

8.4 Acting Sustainably

Given the minimal costs per street/unit here, relative to overall development costs, this new approach is unlikely to impact development activity.

8.5 Carbon Management

There are no effects on carbon emissions.

8.6 Rural Proofing

Other similar and neighbouring rural local authorities have also introduced charging. Charging would be introduced both in towns and rural areas of the Scottish Borders so there would be no detrimental effects on rural areas.

8.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes required to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this report.

9 CONSULTATION

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

9.2 Chief Executives of Registered Social Landlords have been informed of the proposals in this report and given the opportunity to comment.

Approved by

Jenni Craig
Service Director, Customer and Communities

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Policy, Performance, Planning

Background Papers: n/a

Previous Minute Reference: n/a

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.

Appendix 1: Scottish Local Authority Property Numbering Charges
Sliding Scale basis

Argyll & Bute	Fees
1 Property	£80
2-50 properties	£40 each
50+properties	£20 each

City of Edinburgh	Fees
1 Property	£45
2-5 Properties	£95
6-10 Properties	£131
11-25 Properties	£172
26-50 Properties	£282
51-100 Properties	£428
101-150 Properties	£803
151-200 Properties	£964
201+ Properties	£1,068

Clackmannanshire	Fees
1-5 Properties	£25
6-10 Properties	£75
11-25 Properties	£150
26-50 Properties	£275
51-75 Properties	£425
100+ New Units	£625

Midlothian	Fees
1 Property	£50
2-10 Properties	£100
11-25 Properties	£150
26-50 Properties	£250
51-80 Properties	£350
81-100 Properties	£450
101-199 Properties	£550
200+ Properties	£600 + £15 per plot

Stirling	Fees
1 Property	£81
2-5 Properties	£117
6-10 Properties	£161
11-25 Properties	£321
26-50 Properties	£536
51-100 Properties	£804
101+ Properties	£1,072

West Dunbartonshire	Fees
1 Property	£75
2-5 Properties	£110
6-10 Properties	£150
11-25 Properties	£300
26-50 Properties	£500
51-100 Properties	£750
101+ Properties	£1,000

**Appendix 2: Modelled Income for SBC Based on Set Fee Approach
(Range relates to range of fees charged by other councils)**

"Top of Range" Model	Units Per Annum	Fee	Income
Street Naming	21	£1,200	£25,200
Property Numbering	300	£150	£45,000
Property Re-Naming *	5	£100	£500
Total			£70,700

"Bottom of Range" Model	Units Per Annum	Fee	Income
Street Naming	21	£100	£2,100
Property Numbering	300	£40	£12,000
Property Re-Naming *	5	£28	£140
Total			£14,240

"Median of Range" Model	Units Per Annum	Fee	Income
Street Naming	21	£150	£3,150
Property Numbering	300	£100	£30,000
Property Re-Naming *	5	£64	£320
Total			£33,470

Proposed Model (meeting income target)	Units Per Annum	Fee	Income
Street Naming	21	£150	£3,150
Property Numbering	300	£75	£22,500
Property Re-Naming *	5	£75	£375
Total			£26,025

* Data not available so minimal figure assumed

Note: SBC Averages

An average of 21 street naming instances per year 2014-2016 (Range 19 to 23)

An average of 297 completed properties 2012/13 through to 2016/17 (Range 247 to 373 per Housing Land Audit. Note that 16/17 figures are still "draft")

This page is intentionally left blank

QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 2, 2017/18)

Report by Chief Executive EXECUTIVE COMMITTEE

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of Scottish Borders Council (SBC) quarterly performance information for Members, with details contained within Appendix 1.**
- 1.2 SBC approved a Corporate Plan in April 2013, with eight priorities that it wishes to address for the Scottish Borders over a 5 year period. In order to monitor progress against the eight priorities, a review of performance information is undertaken quarterly and presented to Executive Committee, as well as an annual summary in June each year.
- 1.3 A summary of any changes made to SBC performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. **Appendix 1** provides more detail for each Performance Indicator (PI).
- 1.4 All information contained within this report and appendices 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 www.scotborders.gov.uk/performance and by clicking on "Scottish Borders Performs".

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 summarised in Section 5, and detailed within Appendix 1, and the action that is being taken within services to improve or maintain performance.**

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. The 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 A range of Performance Indicators (PI) for each Corporate Priority is presented within **Appendix 1** using a combination of summary "infographics", case studies, and national comparisons where available.
- 3.4 **Appendix 1** also provides more detail for each of the Performance Indicators, providing quarterly performance information and commentary from officers. Coloured symbols have been used to indicate whether or not a PI is:
- on target/as forecast, in line with national trends or showing a long term positive trend;
 - just off target/just off forecast and showing a trend that needs to be monitored;
 - off target & not as forecast, and showing a longer term negative trend;
 - for information/context e.g. the number of planning applications received.

4 CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 4.1 The PIs used by each service area are continuing to evolve, and will be refined to reflect policy, service and technological changes on an ongoing basis and a few minor changes to Performance Indicators are outlined below:
- (a) **Priority 1: Economy**
- No change to indicators;
- (b) **Priority 2: Attainment and Achievement**
- A breakdown of pupil attainment by subject compared nationally is not yet available to report under this priority. However, performance in relation to Physical Education has been included, as well as performance information on exclusions and attendance;
- (c) **Priority 3: Care, Support and Protection**
- After discussion with the Chief Social Work Officer, it is recommended that the Adult Protection measure "number of case conferences held" be removed, as this is of an operational nature and does not give an indication as to the effectiveness of the service nor the outcome, as adult protection conferences can be held for a variety of reason, with a variety of outcomes (numbers will however, continue to be monitored within services). The two remaining measures ("number of concerns raised", and "number of investigations carried out" will continue to provided Elected Members with a

- sense of the scale of interventions required by SBC;
- As discussed and minuted at 5 September's performance-themed Executive Committee, an item on partnership working in respect of community safety will be included at the Executive Committee on 21 November. A short presentation will be made, followed by a discussion on more appropriate PIs in relation to Safer Communities and the work that SBC can directly influence;
- (d) **Priority 4: Communities and Voluntary Sector**
- No change to indicators;
- (e) **Priority 5: Environment**
- Road Safety data is normally provided by Police Scotland on a "Vetted" basis (i.e. figures that have been finally confirmed by Police Scotland). Similar to Q1, this data has not yet been made available to SBC and therefore the numbers quoted are on an "Unvetted" basis, and could be subject to change;
- (f) **Priority 6: Workforce**
- Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains, along with invoice payment, a key area of focus for SBC at this time;
- (g) **Priority 7: Assets and Resource**
- Previously, 3 indicators were included in relation to SBC's Capital Programme (with approx. 100 projects being rated Red, Amber or Green depending on overall progress (note that this included some very small, low value projects as well as very large, high profile projects, with no differentiation made). After discussions between SBC's Leader and the Service Director Asset and Infrastructure, it is proposed that only the top 20 projects (based on value as well as economic, social and reputational significance) are included in this report (details of the whole capital programme will continue to be presented within Finance reports);
- (h) **Priority 8: Service Accessibility and Excellence**
- Complaint numbers have not yet been aggregated to include those from Social Work and other SBC services. Until this aggregation takes place, Social Work complaint numbers will continue to be displayed separately;
 - Details of complaint numbers by locality and by reason have now been included and will be further developed over the next quarter.
- 4.2 New PIs are and will be developed on an ongoing basis to align with SBC's current and future corporate priorities, and either be added to or replace existing indicators, so that progress can continue to be monitored effectively.
- 4.3 However, the Performance Indicators that can be included within this report are, in many service areas, constrained by the availability of reliable, regular data about how, when and where the Council delivers services. As SBC's Digital Transformation programme develops, technology will enable the development of Performance Indicators that relate to key business processes. For example, mobile technology should enable some of the Council's services to measure the time taken between receiving a customer

request and dealing with it.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) The average rate of people aged 18-24 claiming out of work benefits was 3.4% in the last quarter, lower than the Scottish average rate of 3.63%. At the end of September 2017, there were 265 young people claiming out of work benefits, 5 less than at the end of the last quarter and 35 lower than the same time last year.
- (b) 2 loans (from 4 applications) were approved in this Quarter from the Scottish Borders Business Loan Fund, which is marketed and aimed at businesses whose projects would not meet the criteria for the Business Loans Scotland scheme. The aggregate value was £40k, assisting businesses in the textiles and retail sectors.
- (c) 7 grants were awarded (from 7 applications) under the Scottish Borders Business Fund, totalling £20.4k and are expected to create leverage of £21.1k in private sector project spend. It is predicted that 12 jobs have been created, 20 jobs safeguarded and sectors supported were textiles, construction, manufacturing, food and drink, and tourism. Grant awarded decreased in Q2 compared to Q1 as there is a smaller pipeline than that prevalent at the beginning of the financial year.
- (d) Q2 has seen a lower number of pupils excluded from school in comparison to the same period last year (49 compared with 64 in 2016/17). Q2 is the start of the new Academic year and has seen the second lowest level of exclusion for the same period over the past 5 years.
- (e) The % of adults who are now directing their own care and support has increased in Q2 to 70.9%, which equates to 1591 adults now using this approach. This compares to 41% in Q2 2016/17. We continue to strive to meet our ambitious targets and meet the goal of all clients using the Self Directed Support (SDS) approach by the end of 2018.
- (f) The percentage of new Social Work service users receiving a service within 6 weeks of assessment was 98% in Q2 (60 out of 61), remaining above our target of 95%.
- (g) We continue to ensure the majority of Looked After Children are placed within a family setting. In Q2, 85% were in family-based placements (approx. 200 out of the 235 Looked After Children).
- (h) Our total energy consumption this *year to date* is 7% less than the same period last year (from 6.45m kWh in 16/17 to 6.0m kWh this year) with an associated cost reduction of 3% (£485k to £471k) (based on 26 key sites which are monitored ½ hourly).
- (i) In Q2, 88.7% of Complaints dealt with at Stage One were closed within the 5 working day target, in line with 88.6% last quarter and 1% improved over the same period last year. At Stage Two, performance has improved significantly over the previous quarter with 80.5% closed within 20 working days, up from 57.5% last quarter.

5.2 Performance measures – summary of challenges

- (a) Of the 22,536 invoices processed by SBC in Q2, the % paid within 30

days of receiving the invoice has risen to 74% (almost 17,000) but remains below the levels seen before the introduction of Business World. That said, the month of September saw a significant improvement, to 82%, and the trend is moving in the right direction month on month. Ordering and invoice payment remains a key area of focus for SBC and a series of improvements, guidance and changes in Business World have now been put in place (end Oct) as a result of user feedback, along with further system enhancements aimed at simplifying the process and improving performance. (It should also be noted that the volume of invoices processed in total increased over the period and 97% of payments were made electronically).

- (b) Reported incidents of domestic abuse to the end of Q2 of 2017/18 have risen by 102 when compared to the same period in 2016/17, equating to a 20.1% increase. Actions include provision of the Safe Housing Options service, the Domestic Abuse Advocacy Outreach service, recruitment to the Court Advocacy Service, recruitment of a Community Engagement Officer and CEDAR Participation worker. SBC has also agreed a workplace policy to support employees who may be experiencing domestic abuse.
- (c) Unvetted (i.e. figures that have not been finally confirmed by Police Scotland). Figures show that unfortunately 2 people were killed and 13 people were seriously injured on Border Roads in Q2 2017. This remains a focus for SBC's Safer Communities and Roads teams.
- (d) The number of complaints closed in the quarter (excluding invalid and Social Work) has increased by 40 over the previous quarter (and is 36 higher than at the same time last year). This increase can be attributed to an incident in August relating to school transport provision at the start of the new academic year, which caused a number of parents to complain. The incident was resolved quickly by the service and procedures have been reviewed, ensuring that it was just a singular incident. (Note: a breakdown of Complaint figures shows a fairly even spread across Localities with "Failure to Deliver Service" making up 48% of the overall Complaint numbers. Detailed analysis is provided to all service areas monthly and used to drive improvements.

5.3 The information provided in **Appendix 1** can also 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 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

- (a) 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.

- (b) Minor improvements were agreed with the Corporate Performance team during recent Internal Audit assurance work on Performance Management Corporate PIs which will enhance quality assurance and service area validation of the data. Findings were presented to the Council's Audit and Risk Committee on 28 March 2017.

6.3 Equalities

- (a) As part of SBC's Equality Duty, SBC produces an Equalities Mainstreaming report that contains 8 outcomes and Performance Indicators that sit separate to this performance report.
- (b) Officers have reviewed SBC's Equality Mainstreaming report 2013-17, and refreshed the document for the next 4 year period. As part of this review, the 8 existing equality outcomes, and the Performance Indicators that sit under them were reviewed, and considered to be still relevant (Consultation findings can be found [here](#))
- (c) However, the Performance Indicators relating to the 8 Outcomes going forward are to be revisited and agreed with SBC service areas, so that the impact of actions, targeted at mainstreaming equalities, can be more effectively assessed.

6.4 Acting Sustainably

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

6.5 Carbon Management

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

6.6 Rural Proofing

Not applicable.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

7 CONSULTATION

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

Approved by

Tracey Logan
Chief Executive

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Policy, Performance and Planning Tel: 01835 826542

Background Papers:

Previous Minute Reference: Executive Committee, 5 September 2017

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

This page is intentionally left blank

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q2 2017/18

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 Q2 2017/18, 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

74.7%
of people **aged between 16-64**
are now in employment

Scotland Q1 17/18	73.4%
SB Q1 16/17	75.7%

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**.

26,413

phone interactions were logged by our **Contact Centres** in Q2 2017/18



(down from 26,625 in Q2 16/17)

green - improved performance

amber - a minor change in performance

red - area for improvement

OUR CORPORATE PRIORITIES



01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?



Business Gateway

Ettrick Yarn Dyers Ltd secured Grant and Loan funding from Business Gateway to enable them to upgrade dyeing machines, making them much more carbon friendly and efficient. The business has developed a new process to dye fireproof thread at very high temperatures. The upgrades facilitate this and will enable increased turnover, profit and employment. The company recently worked with Resource Efficient Scotland to undertake an Environmental Audit, which identified energy saving measures including an LED lighting replacement programme, for which they secured a Carbon Trust Green Business Fund Capital Contribution. Further action recommended within the audit has attracted grant and loan support from the Scottish Borders Business Loan Fund. The next phase is to assess potential for heat recovery and water savings within the dyeing processes, eligible for support from Resource Efficient Scotland and the Carbon Trust.

July 2017 – September 2017:

EMPLOYMENT RATE* 74.7% 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) 3.4% of young people are now out of work and claiming benefits		PLANNING APPLICATIONS 319 received during Q2 2017/18	
Scotland Q1 17/18	73.4%	Scotland Q2 17/18	2.37%	Scotland Q2 17/18	3.63%	SB Q2 16/17	327
SB Q1 16/17	75.7%	SB Q2 16/17	1.6%	SB Q2 16/17	3.83%		

Page 120

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

Our performance during Q2 2017/18

BUSINESS GATEWAY 50 new businesses were created with our help (down from 56 in Q2 16/17)	BUSINESS LOANS AND GRANTS £40.0k was approved in loans over 2 successful application to the Scottish Borders Business Loan Fund (up from £20.0K in Q2 16/17)	INVOICES PAID Invoices paid within 30 days 74% on average were paid within 30 days in Q2 17/18 (down from 85% in Q2 16/17)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* 23.0# major applications received in Q1 17/18 (Q1 16/17 0.0 weeks)
324 businesses were supported in Q2 2017/18 (up from 283 in Q2 16/17)	£20.4k was approved in grants over 7 successful applications to the Scottish Borders Business Fund (down from £43.6K in Q2 16/17)		10.6# weeks for non-householders (Q1 16/17 8.6 weeks)
			7.8# weeks for householders (Q1 16/17 6.5 weeks)







For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk

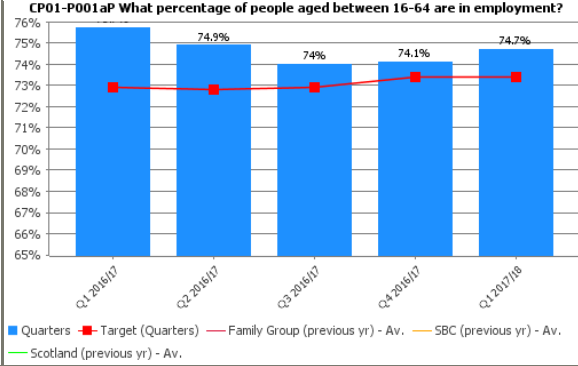

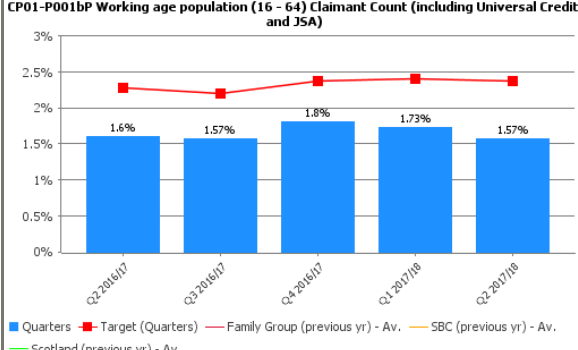

Correct at time of publication: 14 November 2017.

*Performance indicators with a quarter lag in data. # Unadjusted data, awaiting information from Scottish Government.

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

KEY	 Indicator is:	 Indicator is:	 Indicator is:	 Indicator is
	<ul style="list-style-type: none"> On target and as forecast, <i>or</i> In line with national trend, <i>or</i> Showing a long term positive trend 	<ul style="list-style-type: none"> Just off target /off forecast, <i>or</i> Showing longer term trends that need to be watched 	<ul style="list-style-type: none"> Off target & not as forecast, <i>or</i> Out of line with national trends, <i>or</i> Showing longer term negative trends 	<ul style="list-style-type: none"> For information or context only, <i>or</i> Difficult to set a target, due to factors out with our control

Priority 1: Sustainable Economic Development –Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Page 121 Working age population (16 - 64) employment rate	<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>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2016/17</td> <td>74.9%</td> </tr> <tr> <td>Q2 2016/17</td> <td>74%</td> </tr> <tr> <td>Q3 2016/17</td> <td>74.1%</td> </tr> <tr> <td>Q4 2016/17</td> <td>74.7%</td> </tr> <tr> <td>Q1 2017/18</td> <td>74.7%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2016/17	74.9%	Q2 2016/17	74%	Q3 2016/17	74.1%	Q4 2016/17	74.7%	Q1 2017/18	74.7%	74.7%	<p>Observations: The number of people in work is now 53,200 (74.7%), which is 300 more than in Q4 of 2016/17. The Scottish Borders rate remains higher than the Scottish rate (73.4%) and is now higher than the UK rate (74.4%).</p> <p>Note: One quarter lag in data</p>		Bryan McGrath
Quarter	Value (%)																
Q1 2016/17	74.9%																
Q2 2016/17	74%																
Q3 2016/17	74.1%																
Q4 2016/17	74.7%																
Q1 2017/18	74.7%																
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>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>1.6%</td> </tr> <tr> <td>Q3 2016/17</td> <td>1.57%</td> </tr> <tr> <td>Q4 2016/17</td> <td>1.8%</td> </tr> <tr> <td>Q1 2017/18</td> <td>1.73%</td> </tr> <tr> <td>Q2 2017/18</td> <td>1.57%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2016/17	1.6%	Q3 2016/17	1.57%	Q4 2016/17	1.8%	Q1 2017/18	1.73%	Q2 2017/18	1.57%	1.57%	<p>Observation: The average rate of people aged 16-64 claiming out of work benefits was 1.57%, lower than the Scottish rate of 2.37%. At the end of September 2017, there were 1,040 people claiming out of work benefits, which was 110 less than at the end of the last quarter and 45 less than at the same time last year.</p>		Bryan McGrath
Quarter	Value (%)																
Q2 2016/17	1.6%																
Q3 2016/17	1.57%																
Q4 2016/17	1.8%																
Q1 2017/18	1.73%																
Q2 2017/18	1.57%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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>Q2-2016/17</td> <td>3.83%</td> </tr> <tr> <td>Q3-2016/17</td> <td>3.53%</td> </tr> <tr> <td>Q4-2016/17</td> <td>3.7%</td> </tr> <tr> <td>Q1-2017/18</td> <td>3.43%</td> </tr> <tr> <td>Q2-2017/18</td> <td>3.4%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2-2016/17	3.83%	Q3-2016/17	3.53%	Q4-2016/17	3.7%	Q1-2017/18	3.43%	Q2-2017/18	3.4%	3.4%	<p>Observation: The average rate of people aged 18-24 claiming out of work benefits was 3.4% in the last quarter, lower than the Scottish average rate of 3.63%. At the end of September 2017, there were 265 young people claiming out of work benefits, 5 less than at the end of the last quarter and 35 lower than the same time last year.</p>		Bryan McGrath
Quarter	Value (%)																
Q2-2016/17	3.83%																
Q3-2016/17	3.53%																
Q4-2016/17	3.7%																
Q1-2017/18	3.43%																
Q2-2017/18	3.4%																
<p>Page 122</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>Q2-2016/17</td> <td>56</td> </tr> <tr> <td>Q3-2016/17</td> <td>50</td> </tr> <tr> <td>Q4-2016/17</td> <td>71</td> </tr> <tr> <td>Q1-2017/18</td> <td>57</td> </tr> <tr> <td>Q2-2017/18</td> <td>50</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	56	Q3-2016/17	50	Q4-2016/17	71	Q1-2017/18	57	Q2-2017/18	50	50	<p>How are we performing: The forecast for this quarter was 49 so performance is slightly ahead of forecast. Year on year performance is up by 5 over the same period last year. The vast majority of these businesses are micro businesses and only 5 have reached the "Early Stage Growth" criteria over the same period. There is a good spread of starts across the geography of the Borders.</p> <p>Actions we are taking to improve/maintain performance: There are 2 start-up Advisers working across the Borders. One of the advisers is also delivering "Digital Boost" workshops which means that around a day per week has been taken to focus on this delivery. To counter this, the Adviser's time has been increased by 5 hours per week.</p> <p>More workshops are now being delivered across the area, whereas most were delivered from the office in Selkirk last year. Saturday morning workshops have become a regular feature that allows more contact to be made with potential start-ups unable to make workshops during the week.</p> <p>Better relationships have been formed with Borders College and Advisers are now given greater access to students who may consider self-employment following their studies.</p>		Bryan McGrath
Quarter	Value																
Q2-2016/17	56																
Q3-2016/17	50																
Q4-2016/17	71																
Q1-2017/18	57																
Q2-2017/18	50																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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>CP01-P001eP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>283</td> </tr> <tr> <td>Q3-2016/17</td> <td>353</td> </tr> <tr> <td>Q4-2016/17</td> <td>173</td> </tr> <tr> <td>Q1-2017/18</td> <td>286</td> </tr> <tr> <td>Q2-2017/18</td> <td>324</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	283	Q3-2016/17	353	Q4-2016/17	173	Q1-2017/18	286	Q2-2017/18	324	324	<p>How are we performing: Client interaction has increased each quarter in 2017. Performance is also increased year on year from the same quarter last year.</p> <p>Actions we are taking to improve/maintain performance: The localities approach has ensured that BG Advisers have a geographic spread. This has allowed increased focus from each of the Advisers. The Advisers have been working to cover a gap in one of the localities until August 2017 when the new BG Manager started. This has brought the team back up to 5 growth/existing business Advisers and should see the activity levels maintained.</p>		Bryan McGrath
Quarter	Value																
Q2-2016/17	283																
Q3-2016/17	353																
Q4-2016/17	173																
Q1-2017/18	286																
Q2-2017/18	324																
<p>Page 123</p> <p>Scottish Borders Business Loan Fund - Number of loans</p>	<p>CP01-P001fP How many loans to local businesses did we award?</p> <table border="1"> <caption>CP01-P001fP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>1</td> </tr> <tr> <td>Q3-2016/17</td> <td>2</td> </tr> <tr> <td>Q4-2016/17</td> <td>0</td> </tr> <tr> <td>Q1-2017/18</td> <td>3</td> </tr> <tr> <td>Q2-2017/18</td> <td>2</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	1	Q3-2016/17	2	Q4-2016/17	0	Q1-2017/18	3	Q2-2017/18	2	2	<p>Observations: Two loans were approved in this Quarter from four applications. The businesses benefiting from these loans are in the textiles and retail sectors. The local business loan fund continues to be marketed and is aimed at businesses whose projects would not meet the criteria for the Business Loans Scotland scheme.</p>		Bryan McGrath
Quarter	Value																
Q2-2016/17	1																
Q3-2016/17	2																
Q4-2016/17	0																
Q1-2017/18	3																
Q2-2017/18	2																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>£20,000.00</td> </tr> <tr> <td>Q3-2016/17</td> <td>£40,000.00</td> </tr> <tr> <td>Q4-2016/17</td> <td>£0.00</td> </tr> <tr> <td>Q1-2017/18</td> <td>£48,711.29</td> </tr> <tr> <td>Q2-2017/18</td> <td>£40,000.00</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (£)	Q2-2016/17	£20,000.00	Q3-2016/17	£40,000.00	Q4-2016/17	£0.00	Q1-2017/18	£48,711.29	Q2-2017/18	£40,000.00	£40,000.00			Bryan McGrath
Quarter	Value (£)																
Q2-2016/17	£20,000.00																
Q3-2016/17	£40,000.00																
Q4-2016/17	£0.00																
Q1-2017/18	£48,711.29																
Q2-2017/18	£40,000.00																
Scottish Borders Business Fund - Number of grants	<p>CP01-P001hP How many grants to local businesses did we award?</p> <table border="1"> <caption>CP01-P001hP Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>13</td> </tr> <tr> <td>Q3-2016/17</td> <td>8</td> </tr> <tr> <td>Q4-2016/17</td> <td>8</td> </tr> <tr> <td>Q1-2017/18</td> <td>12</td> </tr> <tr> <td>Q2-2017/18</td> <td>7</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Number of Grants	Q2-2016/17	13	Q3-2016/17	8	Q4-2016/17	8	Q1-2017/18	12	Q2-2017/18	7	7	<p>Observations:</p> <p>7 grants were awarded from 7 applications submitted in this Quarter. The £20,395.40 awarded in this Quarter is expected to create leverage of £21,080.40 in private sector project spend. It is predicted that 12 jobs have been created and 20 safeguarded for these projects. Grants awarded decreased in Q2 compared to Q1 as there is a smaller pipeline than that prevalent at the beginning of the financial year. Sectors supported were textiles, construction, manufacturing, food and drink, and tourism.</p>		Bryan McGrath
Quarter	Number of Grants																
Q2-2016/17	13																
Q3-2016/17	8																
Q4-2016/17	8																
Q1-2017/18	12																
Q2-2017/18	7																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Scottish Borders Business Fund - Value of grants	<p>CP01-P001IP How much money did those grants add up to?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>£37,739.12</td> </tr> <tr> <td>Q3-2016/17</td> <td>£26,099.15</td> </tr> <tr> <td>Q4-2016/17</td> <td>£26,671.04</td> </tr> <tr> <td>Q1-2017/18</td> <td>£37,739.12</td> </tr> <tr> <td>Q2-2017/18</td> <td>£20,395.40</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (£)	Q2-2016/17	£37,739.12	Q3-2016/17	£26,099.15	Q4-2016/17	£26,671.04	Q1-2017/18	£37,739.12	Q2-2017/18	£20,395.40	£20,395.40			Bryan McGrath
Quarter	Value (£)																
Q2-2016/17	£37,739.12																
Q3-2016/17	£26,099.15																
Q4-2016/17	£26,671.04																
Q1-2017/18	£37,739.12																
Q2-2017/18	£20,395.40																
Number of Planning Applications Received	<p>CP01-P001jP How many planning applications do we receive?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Applications</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>327</td> </tr> <tr> <td>Q3-2016/17</td> <td>291</td> </tr> <tr> <td>Q4-2016/17</td> <td>374</td> </tr> <tr> <td>Q1-2017/18</td> <td>374</td> </tr> <tr> <td>Q2-2017/18</td> <td>319</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Number of Applications	Q2-2016/17	327	Q3-2016/17	291	Q4-2016/17	374	Q1-2017/18	374	Q2-2017/18	319	319	Although the number of planning applications received this quarter is down on last quarter, the number of applications received <i>year to date</i> is 7% ahead of the same time last year (693 compared to 648 in 16/17)		Ian Aikman
Quarter	Number of Applications																
Q2-2016/17	327																
Q3-2016/17	291																
Q4-2016/17	374																
Q1-2017/18	374																
Q2-2017/18	319																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																														
Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	<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>Data for CP01-P001kP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (wks)</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>Q2-2016/17</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>28.0</td> <td>37.1</td> </tr> <tr> <td>Q3-2016/17</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>28.0</td> <td>37.1</td> </tr> <tr> <td>Q4-2016/17</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>28.0</td> <td>37.1</td> </tr> <tr> <td>Q1-2017/18</td> <td>23.0</td> <td>0.0</td> <td>0.0</td> <td>28.0</td> <td>37.1</td> </tr> </tbody> </table>	Quarter	Quarters (wks)	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2-2016/17	0.0	0.0	0.0	28.0	37.1	Q3-2016/17	0.0	0.0	0.0	28.0	37.1	Q4-2016/17	0.0	0.0	0.0	28.0	37.1	Q1-2017/18	23.0	0.0	0.0	28.0	37.1	23.0	<p><i>This figure is unadjusted.</i> We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is below the 2016/17 national Scottish average for this category of application of 37.1 weeks</p>		Ian Aikman
Quarter	Quarters (wks)	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																														
Q2-2016/17	0.0	0.0	0.0	28.0	37.1																														
Q3-2016/17	0.0	0.0	0.0	28.0	37.1																														
Q4-2016/17	0.0	0.0	0.0	28.0	37.1																														
Q1-2017/18	23.0	0.0	0.0	28.0	37.1																														
Page 10 Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	<p>CP01-P001lP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table border="1"> <caption>Data for CP01-P001lP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (wks)</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>Q2-2016/17</td> <td>7.0</td> <td>0.0</td> <td>0.0</td> <td>17.5</td> <td>11.0</td> </tr> <tr> <td>Q3-2016/17</td> <td>6.9</td> <td>0.0</td> <td>0.0</td> <td>17.5</td> <td>11.0</td> </tr> <tr> <td>Q4-2016/17</td> <td>7.9</td> <td>0.0</td> <td>0.0</td> <td>17.5</td> <td>11.0</td> </tr> <tr> <td>Q1-2017/18</td> <td>10.6</td> <td>0.0</td> <td>0.0</td> <td>17.5</td> <td>11.0</td> </tr> </tbody> </table>	Quarter	Quarters (wks)	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2-2016/17	7.0	0.0	0.0	17.5	11.0	Q3-2016/17	6.9	0.0	0.0	17.5	11.0	Q4-2016/17	7.9	0.0	0.0	17.5	11.0	Q1-2017/18	10.6	0.0	0.0	17.5	11.0	10.6	<p><i>This figure is unadjusted.</i> We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is below the 2016/17 national Scottish average for this category of application of 11 weeks</p>		Ian Aikman
Quarter	Quarters (wks)	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																														
Q2-2016/17	7.0	0.0	0.0	17.5	11.0																														
Q3-2016/17	6.9	0.0	0.0	17.5	11.0																														
Q4-2016/17	7.9	0.0	0.0	17.5	11.0																														
Q1-2017/18	10.6	0.0	0.0	17.5	11.0																														

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
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"> <caption>CP01-P001mP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>6.5</td> </tr> <tr> <td>Q2-2016/17</td> <td>6.7</td> </tr> <tr> <td>Q3-2016/17</td> <td>7.4</td> </tr> <tr> <td>Q4-2016/17</td> <td>6.6</td> </tr> <tr> <td>Q2-2017/18</td> <td>7.8</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (wks)	Q1-2016/17	6.5	Q2-2016/17	6.7	Q3-2016/17	7.4	Q4-2016/17	6.6	Q2-2017/18	7.8	7.8	<p><i>This figure is unadjusted. We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is just above the 2016/17 national Scottish average for this category of application of 7.3 weeks</i></p>		Ian Aikman
Quarter	Value (wks)																
Q1-2016/17	6.5																
Q2-2016/17	6.7																
Q3-2016/17	7.4																
Q4-2016/17	6.6																
Q2-2017/18	7.8																
Page 127 % of Invoices paid within 30 days	<p>CP01-P001r % of Invoices paid within 30 days</p> <table border="1"> <caption>CP01-P001r Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>85%</td> </tr> <tr> <td>Q3-2016/17</td> <td>90%</td> </tr> <tr> <td>Q4-2016/17</td> <td>90%</td> </tr> <tr> <td>Q2-2017/18</td> <td>72%</td> </tr> <tr> <td>Q2-2017/18</td> <td>74%</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 (%)	Q2-2016/17	85%	Q3-2016/17	90%	Q4-2016/17	90%	Q2-2017/18	72%	Q2-2017/18	74%	74%	<p>How are we performing? Of the 22,536 invoices processed by SBC in Q2, the % paid within 30 days of receiving the invoice has risen this quarter to 74% (almost 17,000), but remains below the levels seen before the introduction of Business World. That said, the month of September saw a significant improvement, to 82%, and the trend is moving in the right direction month on month. (It should also be noted that the volume of invoices processed in total increased over the period and 97% of payments were made electronically).</p> <p>Actions we are taking to improve/maintain performance: Ordering and invoice payment remain a key area of focus for SBC and a series of improvements, guidance and changes in Business World have now been put in place (end Oct) as a result of user feedback, along with further system enhancements aimed at simplifying the process and improving performance.</p>		David Robertson
Quarter	Value (%)																
Q2-2016/17	85%																
Q3-2016/17	90%																
Q4-2016/17	90%																
Q2-2017/18	72%																
Q2-2017/18	74%																

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

HOW ARE WE DOING?

New Primary Schools

New primary schools in Duns and Langlee have welcomed pupils for the first time on Wednesday 16 August. The schools will provide modern facilities for both children and staff to learn and teach in, following the completion of both projects this summer.

Langlee

The £10million Langlee school includes 14 classrooms, sports hall, outdoor MUGA (Multi Use Games Area) sports pitch, a centre for children with severe and complex additional needs and provision for early learning and childcare. The new school replaces the old building, which has been in use since 1958 and is now being carefully demolished.



Duns

The £8.6million project has seen the school relocated into the former High School building, which will also be the new home of the Berwickshire Locality Support Centre.

Duns Primary's previous building was used to educate children in the town and surrounding area for almost 140 years.



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

Our performance during Q2 2017/18

Physical Education Spotlight

The Scottish Government recognised the positive impact physical education can have on a pupil's health, educational attainment and life chances and that it can form a key element of a school's plan to deliver the broad health and wellbeing outcomes and experiences contained within Curriculum for Excellence. They asked schools to commit to the following targets by 2014 and maintain them:

- Primary school pupils - at least two hours per week of physical education
- S1 to S4 of secondary schools - two periods of physical education per week.

For the past two years in the Scottish Borders we have managed to meet the target and maintain the provision of physical education and we have exceeded the Scottish average.



Galashiels Academy is awarded sportsScotland Gold School Sport Award

Galashiels Academy has been recognised with a prestigious national award for innovation and achievement in delivering physical education and extra-curricular sport. The sportsScotland Gold School Sport Award was presented to staff and pupils on Tuesday 4 October.

ATTENDANCE (AUGUST – SEPTEMBER 2017/18 SCHOOL YEAR)

96.86%
pupils **attended** their **primary school**

Scottish average for 14/15 = 95.1%

93.28%
pupils **attended** their **secondary school**

Scottish average for 14/15 = 91.8%

EXCLUSIONS (AUGUST – SEPTEMBER 2017/18 SCHOOL YEAR)

17 primary **32** secondary

Aug – Sept16/17 14 Prim / 50 Secon



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

Short Name	Trend Chart	Value	Commentary	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>	94.5%	<p>How are we performing:</p> <p>Q2 has traditionally seen a higher level of attendance in comparison to Q1. Primary and Secondary attendance remains consistent with previous years showing a higher level of attendance.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence has been a priority during the first part of the new academic year.</p>		Donna Manson
What % of primary school pupils attend school?	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p>	96.86%	<p>How are we performing:</p> <p>Q2 has traditionally seen a higher level of attendance in comparison to Q1. Primary attendance remains consistent with previous years showing a higher level of attendance.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued monitoring of absences with attention being paid to the reasons for authorised and unauthorised absence being analysed regularly.</p>		Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By															
What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table border="1"> <caption>CP02-P11bP Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>93.5%</td> <td>95%</td> </tr> <tr> <td>2015/16</td> <td>94%</td> <td>94.5%</td> </tr> <tr> <td>2016/17</td> <td>92%</td> <td>92%</td> </tr> <tr> <td>2017/18</td> <td>92%</td> <td>92%</td> </tr> </tbody> </table>	Year	Q1	Q2	2014/15	93.5%	95%	2015/16	94%	94.5%	2016/17	92%	92%	2017/18	92%	92%	93.28%	<p>How are we performing:</p> <p>Q2 traditionally has a higher level of attendance with schools beginning a new academic year. This year the secondary schools have seen an increase in attendance in comparison to Q1. However there is a slight decline in overall attendance in comparison with previous years.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence has been a priority during the first part of the new academic year.</p>		Donna Manson
Year	Q1	Q2																		
2014/15	93.5%	95%																		
2015/16	94%	94.5%																		
2016/17	92%	92%																		
2017/18	92%	92%																		
How many primary and secondary school pupils were excluded?	<p>CP02-P25P How many primary and secondary school pupils were excluded?</p> <table border="1"> <caption>CP02-P25P Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>58</td> <td>25</td> </tr> <tr> <td>2015/16</td> <td>42</td> <td>40</td> </tr> <tr> <td>2016/17</td> <td>58</td> <td>40</td> </tr> <tr> <td>2017/18</td> <td>78</td> <td>80</td> </tr> </tbody> </table>	Year	Q1	Q2	2014/15	58	25	2015/16	42	40	2016/17	58	40	2017/18	78	80	49	<p>How are we performing:</p> <p>Q2 has seen a lower number of pupils excluded this year in comparison to the same period last year. Q2 is the start of the new Academic year and this Q2 has seen the second lowest level of exclusions for the same period, over the past 5 years. The majority of exclusions were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period).</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions individually within each area and school individually. The lower levels realised in Q2 2017/18 has resulted from action planning within specific school contexts to ensure a clear focus on reducing exclusions during 2017/18.</p>		Donna Manson
Year	Q1	Q2																		
2014/15	58	25																		
2015/16	42	40																		
2016/17	58	40																		
2017/18	78	80																		

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
How many primary school pupils were excluded?	<p>CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)</p>	17	<p>How are we performing:</p> <p>Q2 is the start of the new term and academic year. Traditionally this quarter has seen the lowest level of exclusion for the whole year. However primary schools have experienced a break in this trend.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued monitoring of exclusion with an emphasis on inclusion where possible is the focus of all schools. The increase in exclusions this year is not limited to schools with a high level of pupils which has traditionally been the case within the primary school population. We have seen schools which traditional have no exclusions for several years have a singular exclusion.</p>		Donna Manson
How many secondary school pupils were excluded?	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p>	32	<p>How are we performing:</p> <p>Q2 has seen one of the lowest levels of exclusions in secondary schools, for an individual quarter. The majority of the 32 pupils excluded from secondary school during Q2 were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period).</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level and the decrease realised in Q1 and now Q2 has resulted from action planning within specific school contexts to ensure a clear focus on reducing exclusions during 2017/18.</p>		Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of Schools/Nurseries inspected per Quarter	<p style="text-align: center;">CP02-P21 Number of Schools/Nurseries inspected per Quarter</p> <table border="1"> <caption>Data for CP02-P21 Number of Schools/Nurseries inspected per Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>1</td> </tr> <tr> <td>Q2-2016/17</td> <td>2</td> </tr> <tr> <td>Q4-2016/17</td> <td>0</td> </tr> <tr> <td>Q1-2017/18</td> <td>0</td> </tr> <tr> <td>Q2-2017/18</td> <td>0</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	1	Q2-2016/17	2	Q4-2016/17	0	Q1-2017/18	0	Q2-2017/18	0	0	<p>Observation: There have been no School or Nursery Inspections in the Scottish Borders during Q2.</p>		Donna Manson
Quarter	Value																
Q2-2016/17	1																
Q2-2016/17	2																
Q4-2016/17	0																
Q1-2017/18	0																
Q2-2017/18	0																

03

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

July 2017 – September 2017:

SELF-DIRECTED SUPPORT APPROACH 70.9% of adults are using the Self-Directed Support approach (at end Sep-2017)	DOMESTIC ABUSE 609# reported incidents of domestic abuse	CRIMES AND OFFENCES 1,833# group 1-5 crimes and offences were recorded	WELFARE BENEFITS SERVICE 436 people contacted our Welfare Benefits Service receiving over £1,051k in additional benefits
SB September '16 41.0%	SB Q2 16/17 448	SB Q2 16/17 1,551	SB Q2 16/17 716

The Matching Unit is a new service which match requests for care at home provision with care providers. Undertaking a number of administrative tasks, this frees up care managers to enable them to focus on assessment and care management. Located in Hawick, the team was set up with funding from the Health & Social Care Partnership's Integrated Care Fund. The unit commenced in the Teviot area on 17 April 2017. It has now been extended to Tweeddale, Central, Cheviot and Berwickshire and has begun assisting



with sourcing care at home to enable discharge from hospital. Since becoming operational the Matching Unit have sourced in excess of 300 care packages and, have contributed to a reduction in waiting lists. Feedback received from those receiving the service and social work teams has been very positive.

support . independence . joined-up care . health . support . independence . joined-up care . health

Page 133

Our performance during Q2 2017/18

CARE AT HOME 77% of adults (aged 65yrs+) received care at home compared to a care home /residential setting (at end September 2017) (above our target of 70%)	LOOKED AFTER CHILDREN 235 looked after and accommodated children (at end September 2017) (down from 239 at end of June 2017)	ADULT PROTECTION DURING Q2 2017/18 74 concerns were raised (up from 66 in Q2 16/17)	CHILD PROTECTION 127 inter-agency discussions (Initial Referrals Discussions) concerning the safety of a child held (down from 138 in Q2 16/17)
NEW SERVICE USERS 98% of new service users received a service within 6 weeks of assessment (at end September 2017) (down from 100% in June 2017)	85% of looked after children (across all ages) were living within a community family based placement (at end September 2017) (in line with 85% in June 2017)	38 investigations were carried out (down from 40 in Q2 16/17)	35 children on the Child Protection Register at end September 2017 (down from 37 at end of June 2017)



For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk

Correct at time of publication: 14 November 2017.

*Performance indicators with a quarter lag in data. # Cumulative Figure in year.

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

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>% 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>	<p>CP03-P002bP % 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>CP03-P002bP % 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.</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>76%</td> </tr> <tr> <td>Q3 2016/17</td> <td>76%</td> </tr> <tr> <td>Q4 2016/17</td> <td>76%</td> </tr> <tr> <td>Q1 2017/18</td> <td>77%</td> </tr> <tr> <td>Q2 2017/18</td> <td>77%</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 2016/17	76%	Q3 2016/17	76%	Q4 2016/17	76%	Q1 2017/18	77%	Q2 2017/18	77%	<p>77%</p>	<p>How are we performing: The % of adults over 65 receiving care at home to sustain an independent quality of life has remained consistently above target at around 76-77% for the past 5 quarters.</p> <p>Actions we are taking to improve/maintain performance: With the integration of Health and Social Care including more locality base services, it is believed that we can further support clients to lead an independent life at home. As the integration continues to become established and more locality based services become active further increases within this PI could be realised.</p>	<p>✔</p>	<p>Murray Leys</p>
Quarter	Value (%)																
Q2 2016/17	76%																
Q3 2016/17	76%																
Q4 2016/17	76%																
Q1 2017/18	77%																
Q2 2017/18	77%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records</p>	<p>CP03-P004bP Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <caption>Percentage of Clients using the SDS approach based on Finance Commitment Records</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>41.0%</td> </tr> <tr> <td>Q3-2016/17</td> <td>50.0%</td> </tr> <tr> <td>Q4-2016/17</td> <td>59.0%</td> </tr> <tr> <td>Q1-2017/18</td> <td>66.0%</td> </tr> <tr> <td>Q2-2017/18</td> <td>70.9%</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	Q2-2016/17	41.0%	Q3-2016/17	50.0%	Q4-2016/17	59.0%	Q1-2017/18	66.0%	Q2-2017/18	70.9%	<p>70.9%</p>	<p>How are we performing: The % of adults who are now directing their own care and support has increased in Q2 to 70.9%, which equates to 1591 adults now using this approach. This compares to 41% in Q2 2016/17. We continue to strive to meet our ambitious targets and meet the goal of all clients using the Self Directed Support (SDS) approach by the end of 2018.</p> <p>Actions we are taking to improve/maintain performance: All new clients are assessed using the Self Directed Support (SDS) and SBC is continuing the progression of existing clients, during reassessment, onto the Self Directed Support (SDS) approach. Bi monthly performance clinics are held and this measure is monitored and discussed to ensure continued progression towards target.</p> <p>Recent publication by the Scottish Government show the Variation in SDS implementation rates by local authority, 2015-16. The current Scottish Average is 26% however Scottish Border Council is listed as 16%. This measurement takes into account all clients receiving any service and may count them multiple time. It then compares this to the number receiving a care package (which will include multiple services within one unit). This information is taken from our annual data return and is not truly representative of the implementation within the Scottish Borders.</p> <p>This measurement compares the number of clients who receive a financial commitment which would be considered a package of care with those who are assessed using the SDS approach. This is a more representative measure of the SDS implementation within the Scottish Borders.</p>	<p>✓</p>	<p>Murray Leys</p>
Quarter	Percentage																
Q2-2016/17	41.0%																
Q3-2016/17	50.0%																
Q4-2016/17	59.0%																
Q1-2017/18	66.0%																
Q2-2017/18	70.9%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Adults with self-directed care arrangements per 1,000 population	<p>CP03-P004P How many adults have self-directed care (SDS) arrangements? (rate per 1,000 people)</p> <table border="1"> <caption>Data for CP03-P004P</caption> <thead> <tr> <th>Quarter</th> <th>Rate per 1,000 people</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>12.82</td> </tr> <tr> <td>Q3 2016/17</td> <td>14.29</td> </tr> <tr> <td>Q4 2016/17</td> <td>15.58</td> </tr> <tr> <td>Q1 2017/18</td> <td>17.78</td> </tr> <tr> <td>Q2 2017/18</td> <td>18.39</td> </tr> </tbody> </table>	Quarter	Rate per 1,000 people	Q2 2016/17	12.82	Q3 2016/17	14.29	Q4 2016/17	15.58	Q1 2017/18	17.78	Q2 2017/18	18.39	18.39	<p>Observation:</p> <p>By the end of 2018 there is an expectation that all clients will be assessed using the SDS approach. At present all new clients are using the SDS approach and we continue to review and reassess existing clients using the SDS approach. The expectation is therefore that the rate of individuals using SDS arrangements per 1,000 population will increase.</p> <p>At present this measurement is no longer nationally published. As the SDS implementation continues the main measurement used by the Scottish Government to compare Local Authorities is the SDS implementation rates. This measurement is similar to CP03-P004b Percentage of Clients using the SDS approach based on Finance Commitment Records.</p>		Murray Leys
Quarter	Rate per 1,000 people																
Q2 2016/17	12.82																
Q3 2016/17	14.29																
Q4 2016/17	15.58																
Q1 2017/18	17.78																
Q2 2017/18	18.39																
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P028P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</p> <table border="1"> <caption>Data for CP03-P028P</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>97%</td> </tr> <tr> <td>Q3 2016/17</td> <td>97%</td> </tr> <tr> <td>Q4 2016/17</td> <td>100%</td> </tr> <tr> <td>Q1 2017/18</td> <td>100%</td> </tr> <tr> <td>Q2 2017/18</td> <td>98%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2016/17	97%	Q3 2016/17	97%	Q4 2016/17	100%	Q1 2017/18	100%	Q2 2017/18	98%	98%	<p>How are we performing:</p> <p>The percentage of new Social Work service users receiving a service within 6 weeks of assessment was 98% in Q2 (60 out of 61). During Q2 one client with complex needs fell out with the target due to the need for multiple levels of service support.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>With new process embedded and methods of recording assessments understood this indicator has shown a steady recovery and is now maintained above the target of 95%.</p>		Murray Leys
Quarter	Percentage																
Q2 2016/17	97%																
Q3 2016/17	97%																
Q4 2016/17	100%																
Q1 2017/18	100%																
Q2 2017/18	98%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
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>Number of Concerns</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>65</td> </tr> <tr> <td>Q3-2016/17</td> <td>52</td> </tr> <tr> <td>Q4-2016/17</td> <td>41</td> </tr> <tr> <td>Q1-2017/18</td> <td>49</td> </tr> <tr> <td>Q2-2017/18</td> <td>74</td> </tr> </tbody> </table>	Quarter	Number of Concerns	Q2-2016/17	65	Q3-2016/17	52	Q4-2016/17	41	Q1-2017/18	49	Q2-2017/18	74	74	<p>Observations:</p> <p>Increase in the number of concerns raised during Q2. Traditionally Q2 is the highest month for concerns to be raised and this trend continues during 2017/18.</p>		Murray Leys
Quarter	Number of Concerns																
Q2-2016/17	65																
Q3-2016/17	52																
Q4-2016/17	41																
Q1-2017/18	49																
Q2-2017/18	74																
Adult protection - Number of Investigations	<p>CP03-P150 Adult protection - Number of Investigations</p> <table border="1"> <caption>CP03-P150 Adult protection - Number of Investigations</caption> <thead> <tr> <th>Quarter</th> <th>Number of Investigations</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>40</td> </tr> <tr> <td>Q3-2016/17</td> <td>25</td> </tr> <tr> <td>Q4-2016/17</td> <td>26</td> </tr> <tr> <td>Q1-2017/18</td> <td>21</td> </tr> <tr> <td>Q2-2017/18</td> <td>38</td> </tr> </tbody> </table>	Quarter	Number of Investigations	Q2-2016/17	40	Q3-2016/17	25	Q4-2016/17	26	Q1-2017/18	21	Q2-2017/18	38	38	<p>Observations:</p> <p>In line with the increase number of concerns raised there has been a high level of investigation resulting from the concerns. Again Q2 is traditionally a quarter with higher levels of investigation and 2017/18 is no different.</p>		Murray Leys
Quarter	Number of Investigations																
Q2-2016/17	40																
Q3-2016/17	25																
Q4-2016/17	26																
Q1-2017/18	21																
Q2-2017/18	38																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Looked After Children (aged 12+) in family-based placements compared to those in residential placements</p>	<p>CP03-P006P What % of children (aged 12+) are accommodated with family rather than residential placements?</p> <table border="1"> <caption>Data for CP03-P006P</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>76%</td> </tr> <tr> <td>Q3-2016/17</td> <td>76%</td> </tr> <tr> <td>Q4-2016/17</td> <td>76%</td> </tr> <tr> <td>Q1-2017/18</td> <td>74%</td> </tr> <tr> <td>Q2-2017/18</td> <td>73%</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 (%)	Q2-2016/17	76%	Q3-2016/17	76%	Q4-2016/17	76%	Q1-2017/18	74%	Q2-2017/18	73%	<p>73%</p>	<p>How are we performing: We have seen a small decline in the number of children over the age of 12 placed within a family setting.</p> <p>Actions we are taking to improve/maintain performance: We have seen a continued increase in the number of foster carers within the Scottish Borders. In the past year we have increased and maintained the number of foster carers and with continued support and recruitment the ambitious target of 80% will be achievable.</p>		<p>Ann Blackie</p>
Quarter	Value (%)																
Q2-2016/17	76%																
Q3-2016/17	76%																
Q4-2016/17	76%																
Q1-2017/18	74%																
Q2-2017/18	73%																
<p>Looked After Children (All ages) in family-based placements compared to those in residential placements</p>	<p>CP03-P006bP Looked After Children in family-based placements compared to those in residential placements</p> <table border="1"> <caption>Data for CP03-P006bP</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>86%</td> </tr> <tr> <td>Q3-2016/17</td> <td>86%</td> </tr> <tr> <td>Q4-2016/17</td> <td>86%</td> </tr> <tr> <td>Q1-2017/18</td> <td>85%</td> </tr> <tr> <td>Q2-2017/18</td> <td>85%</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 (%)	Q2-2016/17	86%	Q3-2016/17	86%	Q4-2016/17	86%	Q1-2017/18	85%	Q2-2017/18	85%	<p>85%</p>	<p>How are we performing: We continue to ensure the majority of Looked After Children are placed within a family setting. In Q2, 85% were in family-based placements (approx. 200 out of the 235 Looked After Children).</p> <p>Actions we are taking to improve/maintain performance: We have seen a continued increase in the number of foster carers within the Scottish Borders. We continue to focus on improving the number of families available and those who are able to accept children over the age of 12 years.</p>		<p>Ann Blackie</p>
Quarter	Value (%)																
Q2-2016/17	86%																
Q3-2016/17	86%																
Q4-2016/17	86%																
Q1-2017/18	85%																
Q2-2017/18	85%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Looked After Children (LAC)	<p>CP03-P083P Number of Looked After Children (LAC)</p>	235	<p>Observations:</p> <p>Q2 has seen a small reduction in the number of looked after children. This figure is a snap shot during the last month of the quarter and fluctuates throughout the time period. We have seen a downward trend over the past two quarters following a peak in Q4 2016/17. Recent larger family groups have influenced the fluctuations in number of looked after children. Historically family groups with two or less individuals have made up the looked after children numbers however we have seen larger family groups of three or four becoming more frequent.</p>		Ann Blackie
Number of Inter-agency Referral Discussions (IRDs) held about a child	<p>CP03-P085P Number of Inter-agency Discussions (IRDs) held</p>	127	<p>Observations:</p> <p>The number of Inter-agency Referral Discussions (IRD) continues to fluctuate over the quarters. As children are brought to the attention of Social Care via other agencies, organisation or the public, a co-ordinated response is provided. IRD's provide a whole system co-ordinated approach to ensuring vulnerable children are highlighted, supported and their situation monitored to provide stability.</p>		Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of children on Child Protection Register	<p style="text-align: center;">CP03-P086P Number of children on Child Protection Register</p> <table border="1"> <caption>Data for CP03-P086P Number of children on Child Protection Register</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>28</td> <td>65</td> <td>38</td> </tr> <tr> <td>Q2</td> <td>24</td> <td>65</td> <td>35</td> </tr> <tr> <td>Q3</td> <td>16</td> <td>65</td> <td>65</td> </tr> <tr> <td>Q4</td> <td>28</td> <td>54</td> <td>65</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	2017/18	Q1	28	65	38	Q2	24	65	35	Q3	16	65	65	Q4	28	54	65	35	<p>Observation:</p> <p>We continue to see a declining level of children on the Child Protection Register. Following a peak in Q2 2016/17 levels have continued to reduce. We also are seeing a reduction in the number of large family groups being subject to registration which further reduces the overall number.</p>		Ann Blackie
Quarter	2015/16	2016/17	2017/18																						
Q1	28	65	38																						
Q2	24	65	35																						
Q3	16	65	65																						
Q4	28	54	65																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																
No. of People Referred to Welfare Benefits	<p>CP03-P035 No. of People Referred to Welfare Benefits</p> <table border="1"> <caption>CP03-P035 No. of People Referred to Welfare Benefits</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>680</td> <td>740</td> <td>600</td> </tr> <tr> <td>Q2 2016/17</td> <td>700</td> <td>720</td> <td>440</td> </tr> <tr> <td>Q2 2017/18</td> <td>600</td> <td>700</td> <td>790</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	2017/18	Q2 2015/16	680	740	600	Q2 2016/17	700	720	440	Q2 2017/18	600	700	790	436	<p>Observations: Since 3 August 2017, a new process has been phased in place which redirects former Welfare Benefits Service calls to SBC's new Customer Advice and Support Service. This means that fewer customers are making direct contact with Welfare Benefits Officers, but are being directed to other more appropriate internal services e.g. Scottish Welfare Fund, and others directly to appropriate external contacts e.g. their Housing Association for benefits advice. This directly links to a reduced number of customers approaching the service for advice/advocacy in the 2nd Quarter. When the new structure is fully in place from Nov 2017 there will be a review of PIs to reflect the new service.</p>		Les Grant
Quarter	2015/16	2016/17	2017/18																		
Q2 2015/16	680	740	600																		
Q2 2016/17	700	720	440																		
Q2 2017/18	600	700	790																		
Welfare Benefit - Monetary Gain	<p>CP03-P036 Welfare Benefit - Monetary Gain</p> <table border="1"> <caption>CP03-P036 Welfare Benefit - Monetary Gain</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>£2,100,000</td> <td>£2,000,000</td> <td>£800,000</td> </tr> <tr> <td>Q2 2016/17</td> <td>£2,000,000</td> <td>£2,200,000</td> <td>£1,100,000</td> </tr> <tr> <td>Q2 2017/18</td> <td>£1,600,000</td> <td>£2,400,000</td> <td>£2,900,000</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	2017/18	Q2 2015/16	£2,100,000	£2,000,000	£800,000	Q2 2016/17	£2,000,000	£2,200,000	£1,100,000	Q2 2017/18	£1,600,000	£2,400,000	£2,900,000	£1,051,363	<p>Although this is an increase on the last quarter, it is still below the current target figure. There has been a backlog of cases going through the administrative process which records the financial gains, but this position has now improved. However, given the change of processes and roles within the new Customer Advice and Support Service structure and a wider review of recording processes, it is likely that this downward trend will continue.</p> <p>In addition to the monetary gains achieved by SBC, our contract with CAB also sees approx. 250 live cases each quarter (276 in Q2 17/18), and there were just over £378k in monetary benefit gains for customers on closed cases in Q2. CAB also dealt with 100 new one-off debt enquiries and 49 new multiple debt cases, both lower than in Q1 and showing downward trends over the longer term (i.e. less debt cases)</p>		Les Grant
Quarter	2015/16	2016/17	2017/18																		
Q2 2015/16	£2,100,000	£2,000,000	£800,000																		
Q2 2016/17	£2,000,000	£2,200,000	£1,100,000																		
Q2 2017/18	£1,600,000	£2,400,000	£2,900,000																		

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of reported incidents of domestic abuse (cumulative)	<p>CP03-P037P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p> <table border="1"> <caption>Data for CP03-P037P: Cumulative reported incidents of domestic abuse</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>180</td> <td>430</td> <td>650</td> <td>900</td> </tr> <tr> <td>2016/17</td> <td>220</td> <td>450</td> <td>660</td> <td>880</td> </tr> <tr> <td>2017/18</td> <td>290</td> <td>609</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	180	430	650	900	2016/17	220	450	660	880	2017/18	290	609	-	-	609	See below		Graham Jones
Year	Q1	Q2	Q3	Q4																					
2015/16	180	430	650	900																					
2016/17	220	450	660	880																					
2017/18	290	609	-	-																					
<p>Where we are currently</p> <ul style="list-style-type: none"> - An increase of 102 reported incidents of domestic abuse to the end of the second quarter of 2017/18 when compared to the same time period in 2016/17, which equates to a 20.1% increase. <p>Our Successes/Our Issues</p> <ul style="list-style-type: none"> - Successful recruitment to the Court Advocacy Service – this new service will work with victims of domestic abuse who are going through the criminal justice process. A successful partnership with the Crown Office and Procurator Fiscal Service has enabled this service to have a short lead-in time. First referrals will be taken w/c 16th October. - Successful recruitment to two new posts which will focus on participation of service users – the Community Engagement Officer will work with survivors of domestic abuse to build capacity within our communities to raise awareness of domestic abuse, and the CEDAR Participation worker will enable young CEDAR Graduates to find a way to raise awareness of the impact of CEDAR and to find a “voice” that helps them shape the future of CEDAR in Scottish Borders. - CEDAR Borders Conference will be held at Tweed Horizons on 28th November 2017. - Safe Housing Options service and the Domestic Abuse Advocacy Outreach service is now entering its third year of operation, and it is evident that the housing support that victims receive to remain safe in their own homes is having a significant impact. This is a partnership project delivered with the support of our four Registered Social Landlords. - Resilience continues to be a challenge in relation to service delivery across the services, however, we are working with funders to look at how we can use staff hours more effectively. <p>What we are doing</p> <ul style="list-style-type: none"> - Over and above the service delivery, Pathway services are continuing to develop a training resource for frontline practitioners e.g. FGM, risk assessment using a training for trainers model. - Inside Outside exhibition went exceptionally well, with over 100 people attending the Exhibition in Galashiels. There was a range of feedback, but the project has a student researcher who managed 20 face to face interviews with people who attended, and an Evaluation Report will be produced this autumn. This project brought together a range of new partners and community volunteers e.g. Citizens Advice Bureau, Borders College, as well as engaging with local businesses. - Scottish Borders Council has now formally agreed a workplace policy for domestic abuse, to support employees who may be experiencing domestic abuse. <p>Service Update</p> <ul style="list-style-type: none"> - Referrals to DAAS are steady, and the rate of high risk victims remains constant. - MARAC continues to discuss approximately 10 high risk victims every four weeks. The MARAC Annual Report will be available and circulated w/c 9th October. 																									

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of Group 1-5 recorded crimes and offences (cumulative)	<p>CP03-P039P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <caption>Estimated data from trend chart</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~750</td> <td>~750</td> <td>~950</td> </tr> <tr> <td>Q2</td> <td>~1,600</td> <td>~1,650</td> <td>~1,850</td> </tr> <tr> <td>Q3</td> <td>~2,200</td> <td>~2,250</td> <td>~2,350</td> </tr> <tr> <td>Q4</td> <td>~2,900</td> <td>~2,950</td> <td>~3,100</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	2017/18	Q1	~750	~750	~950	Q2	~1,600	~1,650	~1,850	Q3	~2,200	~2,250	~2,350	Q4	~2,900	~2,950	~3,100	1,833	<p>Observations: A 16.8% increase in crimes in the year to date 2017/18 when compared to the same time period in 2016/17. This equates to 263 additional victims. Increases in housebreaking and theft from motor vehicles are cause for concern and the Police and partnership agencies are working to address these issues with focused campaigns as the festive season approaches. There has been a reduction in violent crime in the year to date when compared to the same time period in 2016/17.</p>		Graham Jones
Quarter	2015/16	2016/17	2017/18																						
Q1	~750	~750	~950																						
Q2	~1,600	~1,650	~1,850																						
Q3	~2,200	~2,250	~2,350																						
Q4	~2,900	~2,950	~3,100																						

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2017 – September 2017:

TWEEDDALE

The following funding was awarded in 17/18

£13.7k

Quality of Life Projects

£11.0k

Neighbourhood Small Schemes

£20.9k

Community Grant Scheme

EILDON

The following funding was awarded in 17/18

£4.8k

Quality of Life Projects

£16.3k

Neighbourhood Small Schemes

£32.3k

Community Grant Scheme

CHEVIOT

The following funding was awarded in 17/18

£9.4k

Quality of Life Projects

£13.0k

Neighbourhood Small Schemes

£3.3k

Community Grant Scheme

BERWICKSHIRE

The following funding was awarded in 17/18

£1.1k

Quality of Life Projects

£38.1k

Neighbourhood Small Schemes

£13.0k

Community Grant Scheme

TEVIOT & LIDDESDALE

The following funding was awarded in 17/18

£4.9k

Quality of Life Projects

£3.1k

Neighbourhood Small Schemes

£5.7k

Community Grant Scheme



Localities Bid Fund... what is it?

The purpose of the fund is to support community groups to fund ideas or projects which improve the lives of people living in the Scottish Borders. The fund is also aligned to the themes of the Community Plan.

- The first round of funding is now open for bids.
- The application process for funds ends at 3pm on Friday 1st December, 2017.
- An assessment panel will assess the bids. If the application meets the criteria then it will be put to a public vote along with the other eligible bids.
- Voting will be facilitated by an online and postal voting system.
- All applicants will be notified within one week of the decision of the assessment panel.

The funding allocation for the first release of the Localities Bid Fund for each locality is shown below in the map.

https://www.scotborders.gov.uk/info/20076/community_grants_and_funding/815/localities_bid_fund

Q2 PROJECT EXAMPLES

Quality of Life Projects

- £10,000 for improvements to football pitch Whitestone Park, Peebles

Neighbourhood Small Schemes Fund

- £9,365 to renovate surface adjacent to A72 Innerleithen to Caerlee Corner

Community Grant Scheme

- £5,000 each for Walkerburn Bowling Club, Innerleithen Pipe Band, Innerleithen Lawn Tennis Club

Q2 PROJECT EXAMPLES

Quality of Life Projects

- £2000 contribution to Galashiels Christmas lighting.

Neighbourhood Small Schemes Fund

- £1,950 to replace fencing at Ormiston Terrace, Melrose.

Community Grant Scheme

- £3,700 to Lauder Community & Leisure Centre

Q2 PROJECT EXAMPLES

Quality of Life Projects

- £401 towards Kelso Men's shed planning application.

Neighbourhood Small Schemes Fund

- £5,373 for play equipment at Town Yetholm

Community Grant Scheme

- No awards in Q2

Q2 PROJECT EXAMPLES

Quality of Life Projects

- £1,100 contribution to Silver Saturday, an over 65 event.

Neighbourhood Small Schemes Fund

- £11,615 to overlay Crosshill Car Park
- £344 for Eyemouth Enhancement Group Litter pickers & hoops

Community Grant Scheme

- £5,000 to Connect Youth Berwickshire

Q2 PROJECT EXAMPLES

Quality of Life Projects

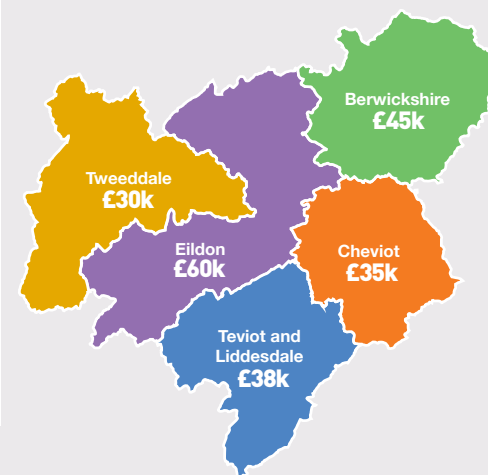
- £1,052 to provide and install a noticeboard at Bonchester Bridge.

Neighbourhood Small Schemes Fund

- £1,245 to create parking bays in Silverbuthall Rd, Chay Blyth Place & Fraser Ave, Hawick

Community Grant Scheme

- No awards in Q2



Priority 4: Communities– Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	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 (Quarterly Data)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>3,863</td> </tr> <tr> <td>Q3-2016/17</td> <td>4,147</td> </tr> <tr> <td>Q4-2016/17</td> <td>4,427</td> </tr> <tr> <td>Q1-2017/18</td> <td>4,512</td> </tr> <tr> <td>Q2-2017/18</td> <td>4,998</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	Q2-2016/17	3,863	Q3-2016/17	4,147	Q4-2016/17	4,427	Q1-2017/18	4,512	Q2-2017/18	4,998	4,998	<p>Observations:</p> <p>Numbers continue to rise. However a campaign will commence shortly to increase these numbers via our winter 'SB Connect' article, and during the commencement of the Winter Service launch and the media information release on the 1st November.</p>		Jim Fraser
Quarter	Value																
Q2-2016/17	3,863																
Q3-2016/17	4,147																
Q4-2016/17	4,427																
Q1-2017/18	4,512																
Q2-2017/18	4,998																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

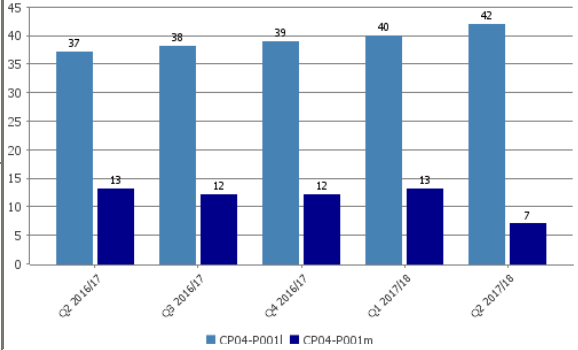


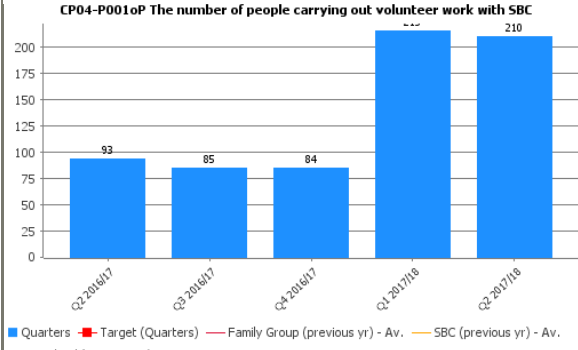

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																		
Community Grant - No. of grants awarded	<p>CP04-P001aP How many grants did we award from the Community Grant Scheme?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Grants Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>9</td> </tr> <tr> <td>Q3 2016/17</td> <td>10</td> </tr> <tr> <td>Q4 2016/17</td> <td>6</td> </tr> <tr> <td>Q1 2017/18</td> <td>14</td> </tr> <tr> <td>Q2 2017/18</td> <td>7</td> </tr> </tbody> </table>	Quarter	Grants Awarded	Q2 2016/17	9	Q3 2016/17	10	Q4 2016/17	6	Q1 2017/18	14	Q2 2017/18	7	7	<p>How are we performing:</p> <p>Number of awards in Q2 2017/18 is roughly equivalent to the numbers in Q2 2016/17. Activity normally slows down over the summer holiday period and pick up again towards the end of the year. There are currently 8 applications at assessment stage and one awaiting formal sign off.</p> <p>The total value of awards in Q2 2017/18 is £31,926 which is slightly more than £30,130 in Q2 2016/17.</p> <p>These figures demonstrate that CGS is performing as expected to support the development of community projects across the whole of the Scottish Borders.</p> <p>The total value of project costs in Q2 2017/18 is down in relation to the equivalent Q2 in 2016/17 (£332,277). However, it should be noted that one project totalling £193k (Peebles Scout Group) was supported in 2016/17 whilst all total project values in 2107/18 were under £30k. The total project cost values in each quarter can vary significantly dependent on the size of projects supported.</p>								
Quarter	Grants Awarded																						
Q2 2016/17	9																						
Q3 2016/17	10																						
Q4 2016/17	6																						
Q1 2017/18	14																						
Q2 2017/18	7																						
Community Grant - Value of funding granted	<p>Exec - Community Grant Scheme: Grants / Total Project Value</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Grants Value (£)</th> <th>Total Project Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>£30,130</td> <td>£332,277</td> </tr> <tr> <td>Q3 2016/17</td> <td>£24,246</td> <td>£287,069</td> </tr> <tr> <td>Q4 2016/17</td> <td>£13,211</td> <td>£214,247</td> </tr> <tr> <td>Q1 2017/18</td> <td>£43,173</td> <td>£204,097</td> </tr> <tr> <td>Q2 2017/18</td> <td>£31,926</td> <td>£120,421</td> </tr> </tbody> </table>	Quarter	Grants Value (£)	Total Project Value (£)	Q2 2016/17	£30,130	£332,277	Q3 2016/17	£24,246	£287,069	Q4 2016/17	£13,211	£214,247	Q1 2017/18	£43,173	£204,097	Q2 2017/18	£31,926	£120,421	£31,926	<p>Actions we are taking to improve/maintain performance:</p> <p>CGS not only offers funding for small projects but is also used as a tool to lever in funding from other external sources, principally Big Lottery's Awards for All. Where appropriate, applicants are continually assisted to accrue funding down external funding sources in order to maximise the availability of limited local funding in the area.</p>		
Quarter	Grants Value (£)	Total Project Value (£)																					
Q2 2016/17	£30,130	£332,277																					
Q3 2016/17	£24,246	£287,069																					
Q4 2016/17	£13,211	£214,247																					
Q1 2017/18	£43,173	£204,097																					
Q2 2017/18	£31,926	£120,421																					
Community Grant Award - Total Project Cost		£120,421																					



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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>Q1 2016/17</td> <td>40,302.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>71,588.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>84,916.00</td> </tr> <tr> <td>Q4 2016/17</td> <td>115,824.00</td> </tr> <tr> <td>Q1 2017/18</td> <td>9,420.00</td> </tr> <tr> <td>Q2 2017/18</td> <td>33,770.00</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1 2016/17	40,302.00	Q2 2016/17	71,588.00	Q3 2016/17	84,916.00	Q4 2016/17	115,824.00	Q1 2017/18	9,420.00	Q2 2017/18	33,770.00	£33,770	Cumulatively to Q2 2017/18 17 projects were awarded a total of £33,770. Of these 2 were carried forward from 2016/17. Amounts awarded ranged from £220 to £10,000 and have averaged £1,986		Jason Hedley
Quarter	Value (£)																		
Q1 2016/17	40,302.00																		
Q2 2016/17	71,588.00																		
Q3 2016/17	84,916.00																		
Q4 2016/17	115,824.00																		
Q1 2017/18	9,420.00																		
Q2 2017/18	33,770.00																		
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>Q1 2016/17</td> <td>114,173.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>153,748.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>213,703.00</td> </tr> <tr> <td>Q4 2016/17</td> <td>289,714.00</td> </tr> <tr> <td>Q1 2017/18</td> <td>25,903.00</td> </tr> <tr> <td>Q2 2017/18</td> <td>81,505.00</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1 2016/17	114,173.00	Q2 2016/17	153,748.00	Q3 2016/17	213,703.00	Q4 2016/17	289,714.00	Q1 2017/18	25,903.00	Q2 2017/18	81,505.00	£81,505	Cumulatively to Q2 2017/18 55 projects were awarded a total of £81,505. Amounts awarded ranged from £32 to £11,615 and have averaged £1,482.		Jason Hedley
Quarter	Value (£)																		
Q1 2016/17	114,173.00																		
Q2 2016/17	153,748.00																		
Q3 2016/17	213,703.00																		
Q4 2016/17	289,714.00																		
Q1 2017/18	25,903.00																		
Q2 2017/18	81,505.00																		

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
No. of Active community resilience plans (cumulative)	<p>Exec - Community Resilience Plans - Active and Progressing</p> 	42	<p>Observations: A Resilient Communities seminar is being held on Tuesday 24th October, and an article will be entered in the winter edition of 'SB Connect' on Resilient Communities and the benefits that communities can gain by becoming an active community. Emergency Planning will hold 1-2-1 sessions with active communities over the winter period. An input on Resilient Communities was also given to elected members on Thursday 19th October.</p>		Jim Fraser
No. of Progressing community resilience plans (cumulative)		7			Jim Fraser
<p>Page 148</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> 	210	<p>Observations: 210 people have carried out volunteer work with SBC during Q2, equating to 1075 hours worked and an economic benefit to SBC of £13,050. The overall total is down slightly in comparison to the previous period due to a reduction in clubs and activities over the summer period.</p>		Shona Smith

05

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

April 2017 – June 2017:

<p>HOUSEHOLD WASTE</p> <p>39.60%</p> <p>of our household waste, on average, was recycled over the last 12 months</p> 	<p>HOUSEHOLD WASTE</p> <p>60.14%</p> <p>of our household waste was sent to landfill, on average, over the last 12 months</p>	<p>HOUSEHOLD WASTE</p> <p>0.26%</p> <p>of our household waste required 'other' treatment, on average, over the last 12 months</p>	<p>ROAD SAFETY</p> <p>2#</p> <p>people were killed on our roads in Q2 2017</p> 	<p>ROAD SAFETY</p> <p>13#</p> <p>people were seriously injured on our roads in Q2 2017</p> 
SB Q2 2016 38.86%	SB Q2 2016 60.87%	SB Q2 2016 0.27%	SB Q2 2016 7	SB Q2 2016 21

Page 149

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

Our performance during Q2 2017 


COMMUNITY RECYCLING CENTRES

56.71%

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

(up from 54.09% in Q2 2016)


Crucial Crew 2017



Crucial Crew 2017 marked the 25th year of the event. Crucial Crew is a practical learning event targeted at Primary 7 pupils from across the Scottish Borders and is designed to assist young people to cope with dangerous situations, avoid becoming the victims of crime, and understand the roles of the emergency services and to work together as teams.

This is achieved by setting up a number of scenarios or sets, each with an experience pertinent to the agency running the set. The pupils are faced with potential hazards, in strictly controlled circumstances, and are required to respond as they would in 'real-life'. At the conclusion of each ten minute set, staff give a short debrief explaining the relevant dangers and appropriate ways of dealing with them. The pupils learn quickly and as they progress through the sets, they tend to deal with the dangers in a more constructive and appropriate way and so the 'crucial' message is reinforced.

It is estimated that over **25,000** children have attended Crucial Crew since it began in 1993 at Springwood Park in Kelso.




Priority 5: High Quality Environment – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001c Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <caption>Annual Household Recycling Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016</td> <td>38.86</td> </tr> <tr> <td>Q3-2016</td> <td>39.04</td> </tr> <tr> <td>Q4-2016</td> <td>39.03</td> </tr> <tr> <td>Q1-2017</td> <td>38.97</td> </tr> <tr> <td>Q2-2017</td> <td>39.60</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (%)	Q2-2016	38.86	Q3-2016	39.04	Q4-2016	39.03	Q1-2017	38.97	Q2-2017	39.60	39.60%	<p>Observations:</p> <p><u>Recycling Rate</u> This quarter has seen the recycling rates rise very slightly. Some of the change will be due to natural variation in the tonnages that are being collected – for example we have seen a small increase in the green waste and rubble collected at the recycling centres during this period. Future data will help inform this.</p> <p>As the recycling rates have very slightly increased, the landfilled rates have very slightly decreased. This could be due to natural variation in the tonnages collected from year to year and month to month. Future data will help inform this.</p>		Ross Sharp-Dent
Quarter	Value (%)																
Q2-2016	38.86																
Q3-2016	39.04																
Q4-2016	39.03																
Q1-2017	38.97																
Q2-2017	39.60																
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001d Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <caption>Annual Household Waste Landfilled Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016</td> <td>60.87</td> </tr> <tr> <td>Q3-2016</td> <td>60.70</td> </tr> <tr> <td>Q4-2016</td> <td>60.71</td> </tr> <tr> <td>Q1-2017</td> <td>60.77</td> </tr> <tr> <td>Q2-2017</td> <td>60.14</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (%)	Q2-2016	60.87	Q3-2016	60.70	Q4-2016	60.71	Q1-2017	60.77	Q2-2017	60.14	60.14%	<p><u>Other Treatment</u> The percentage of waste going to 'other treatment' has remained steady over the last four quarters. This is a small percentage and is related to material that was sent off for recycling but which identified as contamination through the sorting process.</p> <p><u>Recycling Centres</u> The recycling centre recycling rate has stayed fairly steady which is most likely reflecting a steady state at the recycling centres, with tonnages being affected by natural variation.</p> <p>Note: We are currently looking to verify tonnages in some waste streams which could have a marginal impact on overall percentages.</p>		Ross Sharp-Dent
Quarter	Value (%)																
Q2-2016	60.87																
Q3-2016	60.70																
Q4-2016	60.71																
Q1-2017	60.77																
Q2-2017	60.14																

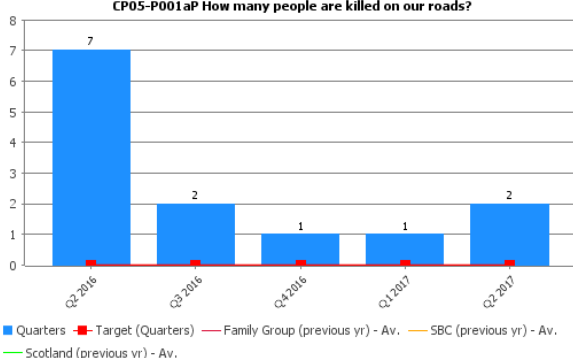

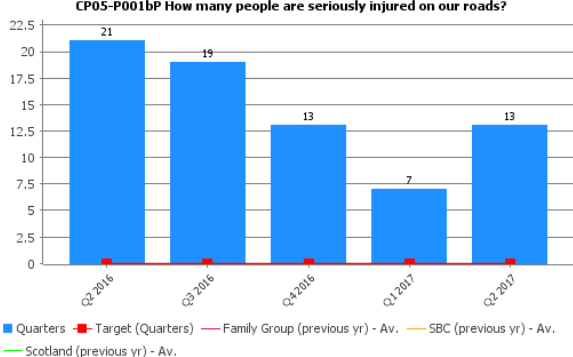

Page 150

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001e Annual Household Waste 'Other Treatment' Rate (%) - 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>Q2-2016</td> <td>0.27</td> </tr> <tr> <td>Q3-2016</td> <td>0.26</td> </tr> <tr> <td>Q4-2016</td> <td>0.26</td> </tr> <tr> <td>Q1-2017</td> <td>0.26</td> </tr> <tr> <td>Q2-2017</td> <td>0.26</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2-2016	0.27	Q3-2016	0.26	Q4-2016	0.26	Q1-2017	0.26	Q2-2017	0.26	0.26%			Ross Sharp-Dent
Quarter	Value (%)																
Q2-2016	0.27																
Q3-2016	0.26																
Q4-2016	0.26																
Q1-2017	0.26																
Q2-2017	0.26																
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave)	<p>CP05-P001f Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average)</p> <table border="1"> <caption>Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016</td> <td>54.09</td> </tr> <tr> <td>Q3-2016</td> <td>55.99</td> </tr> <tr> <td>Q4-2016</td> <td>56.23</td> </tr> <tr> <td>Q1-2017</td> <td>56.11</td> </tr> <tr> <td>Q2-2017</td> <td>56.71</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2-2016	54.09	Q3-2016	55.99	Q4-2016	56.23	Q1-2017	56.11	Q2-2017	56.71	56.71%			Ross Sharp-Dent
Quarter	Value (%)																
Q2-2016	54.09																
Q3-2016	55.99																
Q4-2016	56.23																
Q1-2017	56.11																
Q2-2017	56.71																

Page 13

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of people killed on Border Roads	<p>CP05-P001aP How many people are killed on our roads?</p> 	2	<p><u>Q2 FIGURES REMAIN UNVETTED</u></p> <p>Unvetted figures show that unfortunately 2 people were killed and 13 people were seriously injured on Border Roads in Q2 2017. This remains a focus for SBC's Safer Communities and Roads teams.</p>		Colin Ovens
Number of people seriously injured on Border Roads	<p>CP05-P001bP How many people are seriously injured on our roads?</p> 	13			Colin Ovens

DEVELOP OUR WORKFORCE HOW ARE WE DOING?

July 2017 – September 2017:

SBC/UHI Partnership for teacher training in Scottish Borders

In Scotland, there are a number of shortages in secondary teachers in STEM (science, technology, engineering and maths) subjects. In order to help overcome this, Scottish Borders Council is working with the University of Highlands and Islands (UHI) to provide secondary teacher training for graduates of STEM subjects. This year we have 5 STEM graduates participating in teacher training in Scottish Borders- 3 Business Studies graduates and 2 Home Economists. The training takes place by distance learning and the graduates have a total of five placements in SBC secondary schools over a year. If successful in the teacher training programme, the graduates will complete their yearlong probationary period in SBC secondary schools. Following their probationary period, the teachers will be employed in SBC secondary schools. SBC and UHI will continue building on this partnership working to provide teacher training in Scottish Borders.



Page 153

benefits · communication · staff development · flexibility · benefits · communication · staff development

Our performance during Q2 2017/18



SBC ABSENCE RATE *

Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains, along with invoice payment, a key area of focus for SBC at this time.

WORK OPPORTUNITIES

57

work opportunities are being supported by SBC through our **"Work Opportunities Policy"** as of September 2017



(up from 51 in Q2 16/17)

APPRENTICESHIPS

48

apprentices are **employed with SBC** as of September 2017

(up from 36 in September 2016)

APPRENTICESHIPS

56% male 44% female across various departments such as Human Resources, Engineering, Finance

Modern Apprentices

Apprenticeships are proving to be successful and are playing an important role in building and preparing our workforce for the future, with **86** recruited since 2014, **19** within this financial year, and further opportunities in the planning.

Training has also been developed for staff mentoring apprentices with **113** employees having completed this training to date.

An Apprentice Forum will provide the opportunity for apprentices to come together to discuss their apprenticeship, share experiences, and build up a network of peer support.



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Priority 6: Developing our Workforce – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																								
CP06-P14 Percentage of Working Days Lost - Council Average			Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains, along with invoice payment, a key area of focus for SBC at this time.		Ian Angus																								
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"> <caption>CP06-P45P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>51</td> </tr> <tr> <td>Q3-2016/17</td> <td>52</td> </tr> <tr> <td>Q4-2016/17</td> <td>50</td> </tr> <tr> <td>Q1-2017/18</td> <td>47</td> </tr> <tr> <td>Q2-2017/18</td> <td>57</td> </tr> </tbody> </table> <p>Legend: Quarters (blue), Target (Quarters) (red), Family Group (previous yr) - Av. (green), SBC (previous yr) - Av. (yellow), Scotland (previous yr) - Av. (light green)</p>	Quarter	Value	Q2-2016/17	51	Q3-2016/17	52	Q4-2016/17	50	Q1-2017/18	47	Q2-2017/18	57	57	<p>Observations: There are currently 57 employment related opportunities being provided by SBC through their Work Opportunities Scheme policy.</p>		Cathie Fancy												
Quarter	Value																												
Q2-2016/17	51																												
Q3-2016/17	52																												
Q4-2016/17	50																												
Q1-2017/18	47																												
Q2-2017/18	57																												
CP06-P31 Work Opportunities Scheme - Current Employability Fund Posts	<p>Executive - Supported Employment excl. ESS</p> <table border="1"> <caption>Executive - Supported Employment excl. ESS Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>0</td> </tr> <tr> <td>Q3-2016/17</td> <td>36</td> </tr> <tr> <td>Q4-2016/17</td> <td>36</td> </tr> <tr> <td>Q1-2017/18</td> <td>36</td> </tr> <tr> <td>Q2-2017/18</td> <td>32</td> </tr> <tr> <td>Q3-2017/18</td> <td>48</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	0	Q3-2016/17	36	Q4-2016/17	36	Q1-2017/18	36	Q2-2017/18	32	Q3-2017/18	48	0	<p>Observations: There are currently no individuals on work experience through the Employability Fund within SBC. Employability Fund placements are delivered Borders-wide in a variety of work settings.</p>		Cathie Fancy										
Quarter	Value																												
Q2-2016/17	0																												
Q3-2016/17	36																												
Q4-2016/17	36																												
Q1-2017/18	36																												
Q2-2017/18	32																												
Q3-2017/18	48																												
CP06-P32 Work Opportunities Scheme - Current Student Placements	<table border="1"> <caption>Student Placements Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>7</td> </tr> <tr> <td>Q3-2016/17</td> <td>36</td> </tr> <tr> <td>Q4-2016/17</td> <td>36</td> </tr> <tr> <td>Q1-2017/18</td> <td>32</td> </tr> <tr> <td>Q2-2017/18</td> <td>6</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	7	Q3-2016/17	36	Q4-2016/17	36	Q1-2017/18	32	Q2-2017/18	6	6	<p>Observations: There are currently 6 students on placement within SBC with further student opportunities being sought after.</p>		Cathie Fancy												
Quarter	Value																												
Q2-2016/17	7																												
Q3-2016/17	36																												
Q4-2016/17	36																												
Q1-2017/18	32																												
Q2-2017/18	6																												
CP06-P37 Work Opportunities Scheme - Current Modern Apprentices employed within SBC	<table border="1"> <caption>Modern Apprentices Data</caption> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>1</td> <td>7</td> <td>10</td> </tr> <tr> <td>Q3-2016/17</td> <td>0</td> <td>3</td> <td>12</td> </tr> <tr> <td>Q4-2016/17</td> <td>0</td> <td>6</td> <td>12</td> </tr> <tr> <td>Q1-2017/18</td> <td>0</td> <td>12</td> <td>6</td> </tr> <tr> <td>Q2-2017/18</td> <td>0</td> <td>6</td> <td>48</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q2-2016/17	1	7	10	Q3-2016/17	0	3	12	Q4-2016/17	0	6	12	Q1-2017/18	0	12	6	Q2-2017/18	0	6	48	48	<p>Observations: There are currently 48 apprentices employed within SBC. The last 6 months has seen a greater interest in Modern Apprenticeships from SBC departments, with various apprenticeships going to advert. SBC continue to offer mentoring training for those mentoring apprentices, and to date, 113 SBC employees have completed the training.</p>		Cathie Fancy
Quarter	CP06-P31P	CP06-P32P	CP06-P37P																										
Q2-2016/17	1	7	10																										
Q3-2016/17	0	3	12																										
Q4-2016/17	0	6	12																										
Q1-2017/18	0	12	6																										
Q2-2017/18	0	6	48																										

Page 154

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities	<p>CP06-P44P How many other work opportunities do we currently have? (CP06-P44P)</p> <table border="1"> <caption>Work Opportunities Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>1</td> </tr> <tr> <td>Q3 2016/17</td> <td>0</td> </tr> <tr> <td>Q4 2016/17</td> <td>11</td> </tr> <tr> <td>Q1 2017/18</td> <td>3</td> </tr> <tr> <td>Q2 2017/18</td> <td>3</td> </tr> </tbody> </table>	Quarter	Value	Q2 2016/17	1	Q3 2016/17	0	Q4 2016/17	11	Q1 2017/18	3	Q2 2017/18	3	3	<p>Observations: There are currently 3 work experience opportunities active within SBC departments.</p>		Cathie Fancy
Quarter	Value																
Q2 2016/17	1																
Q3 2016/17	0																
Q4 2016/17	11																
Q1 2017/18	3																
Q2 2017/18	3																

DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

July 2017 – September 2017:

CAPITAL RECEIPTS

£235.2k#

was **received** from **selling our fixed assets** such as buildings to Q2 2017/18

SBC Q2 16/17

£173k

OCCUPANCY RATES

86.6%

of **industrial and commercial properties** owned by the council were **occupied** as of Sep-2017

SBC Q2 16/17

86%

Street Lighting

The Street Lighting Energy Efficiency Project (SLEEP) has entered its final year and continues to deliver both economic and financial benefits for SBC, since the project commenced 2,489,948 kWh of energy have been saved with a reduction of 1837 Tonnes of carbon. Not only does the implementation of the LED technology produce immediate savings it also future proofs against a continuing trend of rising energy and climate change charges and will continue to deliver efficiencies for SBC for years to come.



Old Lighting



New LED Lighting

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

Page 156

Our performance during Q2 2017/18

COUNCIL PROPERTIES

23 properties are no longer required



7 properties are advertised for sale

9 properties are currently under offer

http://www.scotborders.gov.uk/sale_lets

COUNCIL TAX

57.15% of Council Tax due was collected in Q2 2017/18

(down from 57.34% in Q2 16/17)

TOP 20 MAJOR PROJECTS
Of the Top 20 major Projects ongoing across the council:

15 are on target
4 are slightly behind target
1 is not on target

ENERGY CONSUMPTION* Q2 17/18

we used **1,387,507** kilowatt hours of electricity at a cost of **£173.0k**



(up from 1,386,055 in Q2 16/17)
(up from £172.9k in Q2 16/17)

ENERGY CONSUMPTION* Q2 17/18

we used **981,685** kilowatt hours of gas at a cost of **£36.8k**



(up from 769,959 in Q2 16/17)
(up from £32.1k in Q2 16/17)

*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	Status against Target	Managed By																				
<p>Council Tax - In Year Collection Level</p> <p>Page 157</p>	<p>CP07-P001aP How much Council Tax is collected in a particular year?</p> <table border="1"> <caption>Estimated data from the trend chart</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>~32%</td> <td>~58%</td> <td>~82%</td> <td>~95%</td> </tr> <tr> <td>2016/17</td> <td>~32%</td> <td>~58%</td> <td>~82%</td> <td>~95%</td> </tr> <tr> <td>2017/18</td> <td>~32%</td> <td>57.15%</td> <td>~82%</td> <td>~95%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	~32%	~58%	~82%	~95%	2016/17	~32%	~58%	~82%	~95%	2017/18	~32%	57.15%	~82%	~95%	<p>57.15%</p>	<p>How are we performing:</p> <p>£30.8 million of the £53.9 million net debit has been collected giving a collection rate of 57.15%, 0.19% below target.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>The number of customers paying over 12 months has increased to 25.71% from 21.69% at the same time last year which will result in increased collection within the last quarter of the year.</p> <p>Council Tax reduction has reduced by over £80,000 in 2017/18, increasing the net Council Tax to be collected. This has been identified as a national trend.</p> <p>We are looking at ways to encourage Council Tax Reduction take up and Council Tax payment levels. There is currently an unusually high volume of outstanding correspondence at this time which we are working to reduce. When achieved this should help towards meeting forthcoming targets.</p>		<p>Jenni Craig</p>
Year	Q1	Q2	Q3	Q4																					
2015/16	~32%	~58%	~82%	~95%																					
2016/17	~32%	~58%	~82%	~95%																					
2017/18	~32%	57.15%	~82%	~95%																					

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001bP What % of industrial & commercial properties, owned by the Council, are occupied?</p> <table border="1"> <caption>Occupancy Rates Data</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>86%</td> </tr> <tr> <td>Q3 2016/17</td> <td>89%</td> </tr> <tr> <td>Q4 2016/17</td> <td>88.8%</td> </tr> <tr> <td>Q1 2017/18</td> <td>87.7%</td> </tr> <tr> <td>Q2 2017/18</td> <td>86.6%</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red line with squares), Family Group (previous yr) - Av. (red line with circles), SBC (previous yr) - Av. (orange line with triangles), Scotland (previous yr) - Av. (green line with diamonds).</p>	Quarter	Occupancy Rate (%)	Q2 2016/17	86%	Q3 2016/17	89%	Q4 2016/17	88.8%	Q1 2017/18	87.7%	Q2 2017/18	86.6%	86.6%	<p>How we are performing:</p> <p>Berwickshire: 72.9%. (Q1 76.3%) Cheviot: 92.3%. (Q1 92.3%) Eildon: 87.5%. (Q1 88.5%) Teviot & Liddesdale: 92.3%. (Q1 88.5%) Tweeddale: 93.3%. (93.3%)</p> <p>Total number of new leases within this quarter: 7.</p> <p>Actions that we are taking to improve/maintain performance:</p> <p>In addition to a national marketing campaign that covers the area of the Borders Railway corridor, we are also marketing commercial and industrial properties across the whole region through our website and by taking out adverts in the national property press.</p>		Bryan McGrath
Quarter	Occupancy Rate (%)																
Q2 2016/17	86%																
Q3 2016/17	89%																
Q4 2016/17	88.8%																
Q1 2017/18	87.7%																
Q2 2017/18	86.6%																
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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>£173,000.00</td> </tr> <tr> <td>Q3 2016/17</td> <td>£481,516.00</td> </tr> <tr> <td>Q4 2016/17</td> <td>£1,457,000.00</td> </tr> <tr> <td>Q1 2017/18</td> <td>£231,600.00</td> </tr> <tr> <td>Q2 2017/18</td> <td>£235,238.00</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red line with squares), Family Group (previous yr) - Av. (red line with circles), SBC (previous yr) - Av. (orange line with triangles), Scotland (previous yr) - Av. (green line with diamonds).</p>	Quarter	Amount (£)	Q2 2016/17	£173,000.00	Q3 2016/17	£481,516.00	Q4 2016/17	£1,457,000.00	Q1 2017/18	£231,600.00	Q2 2017/18	£235,238.00	£235,238.00	<p>How are we performing:</p> <p>There has been little movement in the cumulative total in Q2. The only sale has been a small area of industrial land to an adjoining owner.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Estates and Legal Services continue to pursue sales to a conclusion with purchasers and their agents and significant receipts are expected in the next 3 to 6 months to reach our target. Discussions with agents indicate that the market in the Borders is still very slow with little signs of any major recovery.</p>		Neil Hastie
Quarter	Amount (£)																
Q2 2016/17	£173,000.00																
Q3 2016/17	£481,516.00																
Q4 2016/17	£1,457,000.00																
Q1 2017/18	£231,600.00																
Q2 2017/18	£235,238.00																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																								
Total no. of properties surplus to requirements	<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>Q2-2016/17</td> <td>26</td> <td>8</td> <td>14</td> </tr> <tr> <td>Q2-2016/17</td> <td>21</td> <td>7</td> <td>10</td> </tr> <tr> <td>Q2-2016/17</td> <td>19</td> <td>7</td> <td>8</td> </tr> <tr> <td>Q2-2017/18</td> <td>24</td> <td>6</td> <td>9</td> </tr> <tr> <td>Q2-2017/18</td> <td>23</td> <td>7</td> <td>9</td> </tr> </tbody> </table>	Quarter	CP07-P001dP	CP07-P001eP	CP07-P001fP	Q2-2016/17	26	8	14	Q2-2016/17	21	7	10	Q2-2016/17	19	7	8	Q2-2017/18	24	6	9	Q2-2017/18	23	7	9	23	<p>Observations:</p> <p>23 properties are currently surplus to the Councils requirements. 7 are either being marketed or are about to be marketed by our selling agents. A further 9 properties are under offer following marketing or through Community Groups. A number are reaching critical long stop dates for conclusion which will result in significant capital receipts in Q3 and Q4. Further properties are currently under consideration for disposal through on-going work on titles and development appraisals with our Legal Service and Architects Service.</p>		Neil Hastie
Quarter		CP07-P001dP	CP07-P001eP	CP07-P001fP																									
Q2-2016/17		26	8	14																									
Q2-2016/17	21	7	10																										
Q2-2016/17	19	7	8																										
Q2-2017/18	24	6	9																										
Q2-2017/18	23	7	9																										
Total no. of properties actively being marketed	7		Neil Hastie																										
Total no. of properties under offer	9		Neil Hastie																										
Electricity Consumption (KWh) – Quarterly	<p>CP07-P001gP How much electricity in kilowatt hours does the Council use? - Quarterly</p> <table border="1"> <caption>CP07-P001gP How much electricity in kilowatt hours does the Council use? - Quarterly</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> <th>2017/18</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,000,000</td> <td>2,000,000</td> <td>1,750,000</td> </tr> <tr> <td>Q2</td> <td>1,600,000</td> <td>1,400,000</td> <td>1,400,000</td> </tr> <tr> <td>Q3</td> <td>2,650,000</td> <td>2,650,000</td> <td>2,650,000</td> </tr> <tr> <td>Q4</td> <td>3,200,000</td> <td>2,900,000</td> <td>2,900,000</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	2017/18	Q1	2,000,000	2,000,000	1,750,000	Q2	1,600,000	1,400,000	1,400,000	Q3	2,650,000	2,650,000	2,650,000	Q4	3,200,000	2,900,000	2,900,000	1,387,507	See comments below		Martin Joyce				
Quarter	2015/16	2016/17	2017/18																										
Q1	2,000,000	2,000,000	1,750,000																										
Q2	1,600,000	1,400,000	1,400,000																										
Q3	2,650,000	2,650,000	2,650,000																										
Q4	3,200,000	2,900,000	2,900,000																										

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001HP How much does the Council spend on electricity? - Quarterly</p> 	£172,983			Martin Joyce
<p>Page 160</p> <p>Gas Consumption (KWh) – Quarterly</p>	<p>CP07-P001IP How much gas in kilowatt hours does the Council use? - Quarterly</p> 	981,685			Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Gas Consumption Cost (£) – Quarterly		£36,759			Martin Joyce

Note: Q1 Electricity Consumption and Costs figures have been updated. When originally published these had contained an element of estimate due to a delay in billing.

How are we performing?

Our total energy consumption this year to date is 7% less than the same period last year (from 6.45m kWh in 16/17 to 6.0m kWh this year) with an associated cost reduction of 3% (£485k to £471k) (based on 26 key sites which are monitored ½ hourly).

Electricity

So far this year we have seen an 8% decrease in electricity consumption and a 4% decrease in cost compared to the same period last year as our LED lighting programme continue to deliver savings.

Gas

So far this year we have reduced our gas consumption by 6% compared to the same period last year. However our costs have risen by 2% due to increases in gas tariffs. Although in Quarter 1 we saw a 17% reduction in gas consumption, Quarter 2 has been 20% cooler (with September being 32% cooler) than the same period last year which has led to a slightly earlier onset of the heating season this year with an associated gas increase of 27% in Quarter 2. There was also gas consumption associated with the commissioning of the new Duns Primary School.

Actions we are taking to improve our performance

As part of the transformation programme of works the Energy Efficiency Programme is focussed on delivering cost effective energy reductions that represent best value for money while reducing the our energy consumption and costs as much as possible.

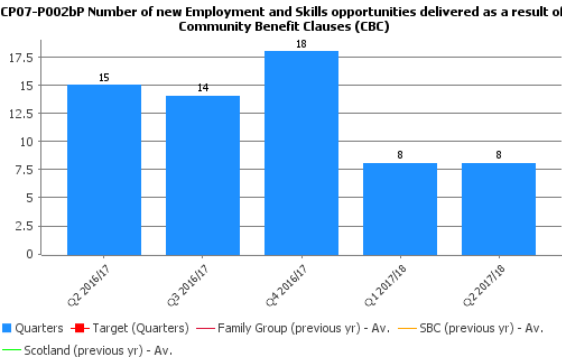

As part of this programme last year we:

- Completed LED lighting upgrades on 19 sites.
- Completed boiler room insulation upgrades at 19 sites.

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																																				
			<ul style="list-style-type: none"> Completed the upgrade of the life expired windows on our Headquarters building and a number of schools to thermally efficient double glazed units. <p>So far this year we:</p> <ul style="list-style-type: none"> Completed LED upgrades on a further 13 sites. Completed boiler room insulation upgrades at a further 21 sites. Completed a benchmarking process to identify our most inefficient properties. <p>Other Actions Being Taken:</p> <ul style="list-style-type: none"> Progressing plans to install Solar Panels at 12 of our sites. Performing boiler room insulation upgrades at a further 3 sites. Undertaking LED lighting projects at a further 5 sites. Identifying and planning priority work at our most inefficient properties. Working closely with our managed services partners to identify and implement efficiency opportunities. Continue to ensure new buildings are run as efficiently as possible. <p>Actively engage with new building projects at design concept stage to ensure our new building stock is as efficient as possible.</p>																																						
<p>Page 162</p> <p>Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</p>	<p>CP07-P002aP Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</p> <table border="1"> <caption>CP07-P002aP Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</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>Q2-2016/17</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q3-2016/17</td> <td>0</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q4-2016/17</td> <td>1</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q1-2017/18</td> <td>6</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q2-2017/18</td> <td>6</td> <td></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.	Q2-2016/17	5					Q3-2016/17	0					Q4-2016/17	1					Q1-2017/18	6					Q2-2017/18	6					6	<p>How are we performing</p> <p>During the reporting period, the following contracts were awarded which included a community benefit requirement;</p> <ul style="list-style-type: none"> Walter Scott House Hawick High School Windows Artificial Sport Pitch Maintenance Hawick Flood Protection Consultant St Boswells Primary School Short term Vehicle Hire <p>Actions we are taking to improve/maintain performance:</p> <p>Each contract opportunity is fully considered for added value. It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short term basis.</p>		<p>Kathryn Dickson; Shona Smith</p>
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																				
Q2-2016/17	5																																								
Q3-2016/17	0																																								
Q4-2016/17	1																																								
Q1-2017/18	6																																								
Q2-2017/18	6																																								

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p>	<p>CP07-P002bP Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p>  <table border="1"> <caption>Data from Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>15</td> </tr> <tr> <td>Q3-2016/17</td> <td>14</td> </tr> <tr> <td>Q4-2016/17</td> <td>18</td> </tr> <tr> <td>Q1-2017/18</td> <td>8</td> </tr> <tr> <td>Q2-2017/18</td> <td>8</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	15	Q3-2016/17	14	Q4-2016/17	18	Q1-2017/18	8	Q2-2017/18	8	<p>8</p>	<p>How are we performing: During this period a further 32 opportunities have been delivered, including.</p> <ul style="list-style-type: none"> • 5 new jobs being created; • 3 work experience opportunities. <p>Further benefits created through Council contracts include;</p> <ul style="list-style-type: none"> • 10 staff from Cemex (a supplier on the Roads Aggregates Framework) spent a day painting stables at Stable Life in Ashkirk • A portion of the wider Path Vegetation Clearance contract was awarded to Green Works, a local social enterprise based at Tweedbank <p>Actions we are taking to improve/maintain performance: Monitoring of all contracted community benefit clauses is in place to ensure delivery is achieved.</p>		<p>Kathryn Dickson; Shona Smith</p>
Quarter	Value																
Q2-2016/17	15																
Q3-2016/17	14																
Q4-2016/17	18																
Q1-2017/18	8																
Q2-2017/18	8																

Page 163

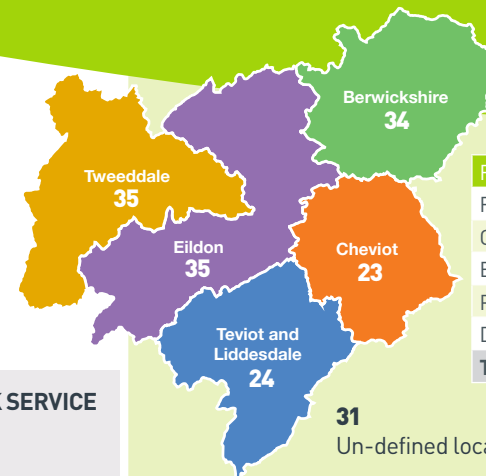
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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-P001kP (Green)</th> <th>CP07-P001lP (Amber)</th> <th>CP07-P001mP (Red)</th> </tr> </thead> <tbody> <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> <tr> <td>Q4-2016/17</td> <td>93</td> <td>4</td> <td>2</td> </tr> <tr> <td>Q1-2017/18</td> <td>74</td> <td>4</td> <td>2</td> </tr> <tr> <td>Q2-2017/18</td> <td>15</td> <td>4</td> <td>1</td> </tr> </tbody> </table>	Quarter	CP07-P001kP (Green)	CP07-P001lP (Amber)	CP07-P001mP (Red)	Q2-2016/17	95	3	0	Q3-2016/17	95	4	0	Q4-2016/17	93	4	2	Q1-2017/18	74	4	2	Q2-2017/18	15	4	1	15	<p><i>NOTE: this PI is now only monitoring the "top 20" Capital Projects (as opposed to the whole capital programme)</i></p>		Martin Joyce
Quarter		CP07-P001kP (Green)	CP07-P001lP (Amber)	CP07-P001mP (Red)																									
Q2-2016/17		95	3	0																									
Q3-2016/17	95	4	0																										
Q4-2016/17	93	4	2																										
Q1-2017/18	74	4	2																										
Q2-2017/18	15	4	1																										
Number of Capital Projects where RAG status is "Amber"	4	<p>Observations: Of the "top 20" capital projects being managed by SBC: 15 have been assessed as "green" in terms of progress being made to deliver the project (time, quality, & budget) 4 have been assessed as "amber", namely:</p> <ul style="list-style-type: none"> Lowood Bridge - issues relating to co-ordination of other works to be undertaken by Amey and to Borders General Hospital are affecting the timing of this project Reston Station- there are issues around the timing of Scottish Government's funding (from the Scottish Stations Fund) in relation to this project Sir Walter Scott Courthouse (Selkirk) Phase 2 - with the completion of Phase 1 (upgrading the external fabric of the building), detailed proposals for Phase 2 of the project are now being worked up, for the major redevelopment of the Courthouse and adjacent building Wilton Lodge Park - this project is still to complete 																											
Number of Capital Projects where RAG status is "Red"	1	<ul style="list-style-type: none"> Union Chain Bridge (Fishwick)- SBC, along with other partners, has committed significant funding to this project. However, there are now serious concerns around the Heritage Lottery Funding (HLF) contribution which would impact on partner contributions. <p><i>Details of the full capital programme are presented to Executive Committee on a quarterly basis, on the same agenda as this performance report</i></p>																											

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

July 2017 – September 2017:



REASON	NO.
Failure to Deliver Service	88
Other	33
Employee Attitude	24
Policy	24
Delay in Responding	10
Total	182

Learning from Complaints

We are now beginning to report complaint numbers by Locality to ensure that any local issues are identified, understood and resolved. The map above shows complaint numbers in each locality in Q2 2017/18.

CUSTOMER INTERACTIONS 44,724 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q2 2017/18 SBC Q2 16/17: 44,665	FREEDOM OF INFORMATION REQUESTS (FOI) 288 requests for information under the Freedom of Information Act were received in Q2 2017/18 SBC Q2 16/17: 321	COMPLAINTS 182 customer complaints were handled by SBC in Q2 2017/18 SBC Q2 16/17: 146	SOCIAL WORK SERVICE COMPLAINTS 14 complaints received regarding the Social Work service in Q2 2017/18 SBC Q2 16/17: 10
---	--	---	---

Page 165

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

Our performance during Q2 2017/18

CUSTOMER INTERACTIONS 16,811 face to face interactions were logged by our Contact Centres during Q2 2017/18 (up from 16,575 in Q2 16/17)	FREEDOM OF INFORMATION 94% of FOI requests were completed on time in Q2 2017/18 (up from 92% in Q2 16/17)	COMPLAINTS Our average response times for complaints for Q2 2017/18 were as follows: Stage 1 complaints 4.1 days (up from 3.7 days in Q2 16/17) Stage 2 complaints 15.0 days (down from 15.1 days in Q2 16/17) Escalated complaints 14.2 days (down from 18.8 days in Q2 16/17)	In Q2 2017/18 we closed: 88.7% of complaints at stage 1 within 5 working days (up from 87.7% in Q2 16/17) 80.5% of complaints at stage 2 within 20 working days (down from 90.9% in Q2 16/17) 75.0% of escalated complaints within 20 working days (down from 83.3% in Q2 16/17)
CUSTOMER INTERACTIONS 44,724 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q2 2017/18 SBC Q2 16/17: 44,665	FREEDOM OF INFORMATION REQUESTS (FOI) 288 requests for information under the Freedom of Information Act were received in Q2 2017/18 SBC Q2 16/17: 321	COMPLAINTS 182 customer complaints were handled by SBC in Q2 2017/18 SBC Q2 16/17: 146	SOCIAL WORK SERVICE COMPLAINTS 14 complaints received regarding the Social Work service in Q2 2017/18 SBC Q2 16/17: 10



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	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>Q2 2016/17</td> <td>44,665</td> </tr> <tr> <td>Q2 2016/17</td> <td>36,848</td> </tr> <tr> <td>Q4 2016/17</td> <td>44,523</td> </tr> <tr> <td>Q1 2017/18</td> <td>43,623</td> </tr> <tr> <td>Q2 2017/18</td> <td>44,724</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 2016/17	44,665	Q2 2016/17	36,848	Q4 2016/17	44,523	Q1 2017/18	43,623	Q2 2017/18	44,724	44,724	<p>How are we performing: There has been an additional 1101 transactions taken through CRM in Q2 compared to Q1. There is a light increase of 59 over the same period last year. There was a spike in the number of interactions taken in August caused by additional enquiries received about school transport when the new school year began. Volumes remain fairly consistent.</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 our customers to self-serve.</p>		Les Grant
Quarter	Value																
Q2 2016/17	44,665																
Q2 2016/17	36,848																
Q4 2016/17	44,523																
Q1 2017/18	43,623																
Q2 2017/18	44,724																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																		
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)	<p style="text-align: center;">Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Exec - Customer Services Interactions logged on CRM</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>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> <tr> <td>Q4 2016/17</td> <td>16,185</td> <td>26,876</td> </tr> <tr> <td>Q1 2017/18</td> <td>15,965</td> <td>26,413</td> </tr> <tr> <td>Q2 2017/18</td> <td>16,811</td> <td>26,413</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q2 2016/17	16,575	26,625	Q3 2016/17	13,659	21,657	Q4 2016/17	16,185	26,876	Q1 2017/18	15,965	26,413	Q2 2017/18	16,811	26,413	16,811	<p>There has been an increase of 846 face to face interactions logged in CRM this quarter over the Q1 which represents a 5.3% increase. This is mainly attributable to an increase in August which saw additional enquiries relating to school transport when the new school year began.</p> <p>During the same period last year 236 fewer face to face enquiries were recorded which represents a 1.4% reduction.</p> <p>Overall levels remain consistent.</p>		Les Grant
Quarter		CP08-P063P	CP08-P065P																				
Q2 2016/17	16,575	26,625																					
Q3 2016/17	13,659	21,657																					
Q4 2016/17	16,185	26,876																					
Q1 2017/18	15,965	26,413																					
Q2 2017/18	16,811	26,413																					
Voice interactions (taken through CRM) by Customer Services (CP08-P65)	26,413	<p>The number of voice interactions in Q2 26,413 is the same as the number taken in Q1 however there are variances in the monthly figures within the period. This is a reduction of 212 calls taken during the same period last year.</p> <p>Voice contact remains the most used method of contact.</p> <p>Work is continuing to move services online.</p>		Les Grant																			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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 How many complaints were received by our Social Work service?</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>10</td> </tr> <tr> <td>Q2 2016/17</td> <td>30</td> </tr> <tr> <td>Q4 2016/17</td> <td>20</td> </tr> <tr> <td>Q1 2017/18</td> <td>8</td> </tr> <tr> <td>Q2 2017/18</td> <td>14</td> </tr> </tbody> </table>	Quarter	Number of Complaints	Q2 2016/17	10	Q2 2016/17	30	Q4 2016/17	20	Q1 2017/18	8	Q2 2017/18	14	14	<p>Observations:</p> <p>We continue to experience lower levels of complaints within Social Work services and whilst this quarter is slightly higher than last quarter, numbers are reducing over the longer term.</p> <p>The types of complaints received vary substantially, can be very complex in nature and do not specifically relate to one service/area.</p>		Sylvia Mendham
Quarter	Number of Complaints																
Q2 2016/17	10																
Q2 2016/17	30																
Q4 2016/17	20																
Q1 2017/18	8																
Q2 2017/18	14																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Number of Complaints Closed - All (excl. invalid & statutory Social Work)</p> <p>Page 169</p>	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table border="1"> <caption>Complaints Investigated to Completion</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>146</td> </tr> <tr> <td>Q2-2016/17</td> <td>130</td> </tr> <tr> <td>Q4-2016/17</td> <td>138</td> </tr> <tr> <td>Q2-2017/18</td> <td>142</td> </tr> <tr> <td>Q2-2017/18</td> <td>182</td> </tr> </tbody> </table>	Quarter	Number of Complaints	Q2-2016/17	146	Q2-2016/17	130	Q4-2016/17	138	Q2-2017/18	142	Q2-2017/18	182	182	<p>In Q2 we closed 182 complaints excluding those classed as invalid. Of these 42% were justified, 10% were policy and 48% were unjustified.</p> <p>The number of complaints closed in the quarter (excluding invalid and Social Work) has increased by 40 over the previous quarter. This increase can be attributed to an incident in August in relation to school transport provision at the start of the new academic year, which caused a number of parents to complain. The incident was resolved quickly by the service and procedures have been reviewed, ensuring that it was just a singular incident.</p> <p>There has also be an increase over the same period last year of 24.6%</p> <p>Below is a split of complaints closed during the period by locality and reason. Where a complaint has been logged anonymously it cannot be attributed to a locality and therefore shows as undefined.</p> <p>Please see below for breakdown:</p>		Les Grant
Quarter	Number of Complaints																
Q2-2016/17	146																
Q2-2016/17	130																
Q4-2016/17	138																
Q2-2017/18	142																
Q2-2017/18	182																
Closure Stage Count																	
	Teviot	Berwickshire	Cheviot	Eildon	Tweeddale	Undefined	Summary										
Delay in Responding	1	3	1	1	3	1	10										
Employee Attitude	2	6	4	3	8	1	24										
Failure to Del Ser	11	17	12	18	18	15	88										
Other	5	1	3	12	12	8	33										
Policy	2	7	3	1	1	6	24										
Totals	24	34	23	35	35	31	182										

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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>Page 170</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 (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>3.7</td> </tr> <tr> <td>Q3-2016/17</td> <td>3.8</td> </tr> <tr> <td>Q4-2016/17</td> <td>4.5</td> </tr> <tr> <td>Q1-2017/18</td> <td>3.5</td> </tr> <tr> <td>Q2-2017/18</td> <td>4.1</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q2-2016/17	3.7	Q3-2016/17	3.8	Q4-2016/17	4.5	Q1-2017/18	3.5	Q2-2017/18	4.1	<p>4.1</p>	<p>How are we performing: There has been an increase in the average number of days taken to respond to Stage 1 complaints over both the previous quarter and the same quarter last year although we are still with the SPSO timescales.</p> <p>This quarter the average is 4.1 working days compared to 3.5 working days last quarter and 3.7 for Q2 last year.</p> <p>The average time taken has been affected by a small number of complaints exceeding the 5 day time scale by several days. The majority of complaints closed at Stage 1 were closed well within the prescribed time scale.</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>	<p>✔</p>	<p>Les Grant</p>
Quarter	Average Time (Working Days)																
Q2-2016/17	3.7																
Q3-2016/17	3.8																
Q4-2016/17	4.5																
Q1-2017/18	3.5																
Q2-2017/18	4.1																
<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 (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>15.1</td> </tr> <tr> <td>Q3-2016/17</td> <td>15.3</td> </tr> <tr> <td>Q4-2016/17</td> <td>17.6</td> </tr> <tr> <td>Q1-2017/18</td> <td>19.2</td> </tr> <tr> <td>Q2-2017/18</td> <td>15</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q2-2016/17	15.1	Q3-2016/17	15.3	Q4-2016/17	17.6	Q1-2017/18	19.2	Q2-2017/18	15	<p>15</p>	<p>How are we performing: There has been a significant fall in the number of working days taken to respond to complaints at Stage 2 from 19.2 working days last quarter to 15 working days this quarter. Compared to the same period last year however the average number of days taken to respond at Stage 2 is virtually the same at 15.1 working 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>	<p>✔</p>	<p>Les Grant</p>
Quarter	Average Time (Working Days)																
Q2-2016/17	15.1																
Q3-2016/17	15.3																
Q4-2016/17	17.6																
Q1-2017/18	19.2																
Q2-2017/18	15																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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 complaint that has been escalated?</p> <table border="1"> <caption>SPSO-04cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>18.8</td> </tr> <tr> <td>Q3 2016/17</td> <td>12.3</td> </tr> <tr> <td>Q4 2016/17</td> <td>18.1</td> </tr> <tr> <td>Q1 2017/18</td> <td>14.6</td> </tr> <tr> <td>Q2 2017/18</td> <td>14.2</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q2 2016/17	18.8	Q3 2016/17	12.3	Q4 2016/17	18.1	Q1 2017/18	14.6	Q2 2017/18	14.2	<p>14.2</p>	<p>How are we performing: The average time taken to respond to the customer at escalation stage has decreased compared to the previous quarter and compared to the same period last year. The average number of days taken to respond in Q2 was 14.2 days compared to 14.6 days last quarter and 18.8 days for the same period last year. We continue to meet the SPSO target of 20 days to respond at this stage.</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>	<p>✔</p>	<p>Les Grant</p>
Quarter	Average Time (Days)																
Q2 2016/17	18.8																
Q3 2016/17	12.3																
Q4 2016/17	18.1																
Q1 2017/18	14.6																
Q2 2017/18	14.2																
<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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>87.7%</td> </tr> <tr> <td>Q3 2016/17</td> <td>87.5%</td> </tr> <tr> <td>Q4 2016/17</td> <td>84.3%</td> </tr> <tr> <td>Q1 2017/18</td> <td>88.6%</td> </tr> <tr> <td>Q2 2017/18</td> <td>88.7%</td> </tr> </tbody> </table>	Quarter	Percentage (%)	Q2 2016/17	87.7%	Q3 2016/17	87.5%	Q4 2016/17	84.3%	Q1 2017/18	88.6%	Q2 2017/18	88.7%	<p>88.7%</p>	<p>How are we performing: The percentage of Stage 1 complaints closed within timescales remains very consistent at 88.7% this quarter compared to 88.6% last quarter and 87.7% for 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>	<p>⚠</p>	<p>Les Grant</p>
Quarter	Percentage (%)																
Q2 2016/17	87.7%																
Q3 2016/17	87.5%																
Q4 2016/17	84.3%																
Q1 2017/18	88.6%																
Q2 2017/18	88.7%																

Page 14

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p>	<p>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>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>90.9%</td> </tr> <tr> <td>Q3 2016/17</td> <td>94.2%</td> </tr> <tr> <td>Q4 2016/17</td> <td>84%</td> </tr> <tr> <td>Q1 2017/18</td> <td>57.5%</td> </tr> <tr> <td>Q2 2017/18</td> <td>80.5%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2016/17	90.9%	Q3 2016/17	94.2%	Q4 2016/17	84%	Q1 2017/18	57.5%	Q2 2017/18	80.5%	<p>80.5%</p>	<p>How are we performing: Performance has improved significantly over the previous quarter with 80.5% of Stage 2 complaints being closed within 20 working days compared to 57.5% last quarter. However performance was better in Q2 last year with 90.9% being closed within timeframes. The low number of complaints handled at Stage 2 can result in significant percentage swings in performance when just a few complaints are not handled within timescales.</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>		<p>Les Grant</p>
Quarter	Value (%)																
Q2 2016/17	90.9%																
Q3 2016/17	94.2%																
Q4 2016/17	84%																
Q1 2017/18	57.5%																
Q2 2017/18	80.5%																
<p>Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p>	<p>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>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>83.3%</td> </tr> <tr> <td>Q3 2016/17</td> <td>66.7%</td> </tr> <tr> <td>Q4 2016/17</td> <td>69.2%</td> </tr> <tr> <td>Q1 2017/18</td> <td>62.5%</td> </tr> <tr> <td>Q2 2017/18</td> <td>75%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2016/17	83.3%	Q3 2016/17	66.7%	Q4 2016/17	69.2%	Q1 2017/18	62.5%	Q2 2017/18	75%	<p>75%</p>	<p>How are we performing: Performance has improved this quarter over the previous quarter with 75% of escalated complaints being handled within 20 days compared with 62.5% in Q1. Compared to the same period last year when 83.3% of escalated complaints were handled within the 20 day timeframe performance has fallen It should be noted that the small number of complaints that are escalated means significant swings in performance can occur when just 1 or 2 complaints breach timescales.</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>		<p>Les Grant</p>
Quarter	Value (%)																
Q2 2016/17	83.3%																
Q3 2016/17	66.7%																
Q4 2016/17	69.2%																
Q1 2017/18	62.5%																
Q2 2017/18	75%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	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>Requests</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>321</td> </tr> <tr> <td>Q3 2016/17</td> <td>303</td> </tr> <tr> <td>Q4 2016/17</td> <td>367</td> </tr> <tr> <td>Q1 2017/18</td> <td>279</td> </tr> <tr> <td>Q2 2017/18</td> <td>288</td> </tr> </tbody> </table>	Quarter	Requests	Q2 2016/17	321	Q3 2016/17	303	Q4 2016/17	367	Q1 2017/18	279	Q2 2017/18	288	288	<p>Observations: SBC received 288 FOI's in Q2 2017/18, 9 more than in Q1 2017/18 (3% increase), and 33 fewer than Q2 in 2016/17 (10% reduction).</p>		Nuala McKinlay
Quarter	Requests																
Q2 2016/17	321																
Q3 2016/17	303																
Q4 2016/17	367																
Q1 2017/18	279																
Q2 2017/18	288																
% of FOI Requests Completed on Time	<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>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>94%</td> </tr> <tr> <td>Q3 2016/17</td> <td>94%</td> </tr> <tr> <td>Q4 2016/17</td> <td>94%</td> </tr> <tr> <td>Q1 2017/18</td> <td>94%</td> </tr> <tr> <td>Q2 2017/18</td> <td>94%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2016/17	94%	Q3 2016/17	94%	Q4 2016/17	94%	Q1 2017/18	94%	Q2 2017/18	94%	94%	<p>How are we performing: SBC has made good progress over the longer term in dealing with as many FOIs within the required timescales. Whilst we always strive to reach 100%, many of the requests are very complex, and require information held across a number of departments. In Q2 2017/18, 94% were completed on time, in line with Q1 2017/18.</p> <p>Actions we are taking to improve/maintain performance: This measure is reviewed by SBC's Corporate Management Team on a monthly basis, with response times from individual departments monitored so that any problems or delays can be addressed. 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. All previous FOI requests are published on SBC's website along with the response provided: https://www.scotborders.gov.uk/directory/59/freedom_of_information_requests</p>		Nuala McKinlay
Quarter	Percentage																
Q2 2016/17	94%																
Q3 2016/17	94%																
Q4 2016/17	94%																
Q1 2017/18	94%																
Q2 2017/18	94%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Facebook Engagements	<p style="text-align: center;">CP08-P159 Number of Facebook Engagements</p>	44,405	<p>Observations: During Q2 44,405 people engaged (liking, commentating, sharing) with Facebook posts.</p> <p>The number of Facebook followers has increased by 272 since Q1</p>		Tracey Graham
Number of Twitter Engagements	<p style="text-align: center;">CP08-P160 Number of Twitter Engagements</p>	10,994	<p>Observations: During the quarter Twitter post links were clicked 10,994 times.</p> <p>The number of followers at Q2 end was up 180 since Q1.</p>		Tracey Graham

Page 27/28

CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Executive Director EXECUTIVE COMMITTEE

21 November 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 in the period to end October 2017 and sets out planned activity in the reporting period to January 2018.**
- 1.2 This is the tenth quarterly progress report since the Programme was established in February 2015.
- 1.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities. It includes a brief description of the purpose of each Programme, a summary of progress made to date over the last period (rating them Red, Amber or Green) and key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.
- 1.4 Detailed performance reporting infographics for each element of the programme are reported on a rolling schedule covering all 14 sub-programmes over an annual period. In this quarterly report, the following performance reporting infographics are set out in Appendices 2 to 3:
 - (a) Railway
 - (b) Transport

2 RECOMMENDATION

- 2.1 **I recommend that the Executive 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 tenth quarterly Corporate Transformation Progress Report and sets out:
 - (a) Progress to end of October 2017.
 - (b) Planned work in the next reporting period to January 2018.
- 3.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities. It includes a brief description of the purpose of each Programme, a summary of progress made over the last period (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) A survey about online services was undertaken in July 2017 to explore our customers' appetite for digital services. The results of the survey will be used to inform our Customer Strategy and the work of the Digital Transformation programme. The survey was aimed at both those that do and that don't use the internet in order to better understand how people that are online use the internet, and the reasons why some people don't use the internet at all. The survey showed that the Borders is broadly similar to other regions of Scotland in terms of Internet usage. It showed that there is a high proportion of customers across the age ranges using the Internet (73% of those aged 65-74 use the Internet, for example). The survey also showed that there is an appetite for online services from customers.
 - (b) A survey has just been issued to all staff to assess their ICT skills. This will help us to focus resources in the future as we work to allow all staff to take advantage of Digital technology and Digital ways of working.
 - (c) 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. Borders Community Broadband (BCB) have decided that the best option is now to opt in to the Scottish Government's Reaching 100 (R100) programme since its scope is very similar to BCB.
 - (d) We have been meeting with mobile phone operators to get more up to date maps of coverage for the Scottish Borders. We are also looking at ways we can get involved with the Scottish Government's Mobile Action Plan to help support increased and accelerated development of Digital Connectivity across Scotland. This includes looking at use of public assets to help improve the viability of mobile masts and looking at non-domestic rates relief for mast development.

- (e) A new major project has started to implement a new Business Intelligence strategy. This will give SBC the ability to gain more insight from data available to us to take action, make better decisions and to reduce the effort required to produce performance reports. The initial area we are focussing on is Children and Young People.
- (f) Work has started to find a technology solution to support the Council's Digital customer service channel.
- (g) New broadband links are now in place in our high schools. These allow senior pupils to use their own digital devices to aid learning.
- (h) A new online parents evening booking facility is now in place and actively being used by parents across the Borders. This simplifies the process of booking a slot at a parent's evening and reduces the administration overhead.
- (i) We are working with CGI to further rationalise our printers, introduce new bulk printing facilities and to migrate the Council to Microsoft Office 365.

4.3 Borders Railway Blueprint

The Borders Railway Blueprint is a partnership programme to maximise the economic benefits of the Borders Railway. Delivery is across three themes – Great Locations for Working and Investing, Great Communities for Living and Learning, and Great Destinations to Visit. The programme is funded by a commitment of £10million from Scottish Government, with match funding from Scottish Enterprise, VisitScotland, Transport Scotland, ScotRail and the three Local Authorities.

- (a) Delivery of 2017 Steam Train Experience by SRPS in August 2017, which 'sold out'. 1680 passengers travelled by steam from Fife & Edinburgh to the Scottish Borders, with 1100 choosing add-on tours to local visitor attractions.
- (b) Positive media impact of the Steam Train reported through VisitScotland included 261,000 views of Facebook video footage on the first Sunday.
- (c) The Borders Railway Hotel Market Assessment by Hotel Solutions has now been published and shared with consultees.
- (d) Delivery of 'Borders Railway – More Connected' inward investment marketing campaign, including editorial coverage in the Herald and Scotsman, and an e-newsletter to 6000 businesses. A Borders Railway business supplement in BQ Magazine, distributed across Scotland, Northeast and Northwest England.
- (e) Completion of Borders Railway Business Incubator Network Feasibility Study.
- (f) Delivery of Edinburgh Chamber of Commerce 'Borders Railway Business Breakfast' event, with Chair of Scottish Enterprise Bob Keiller and business speakers from Scottish Borders and Midlothian promoting new opportunities for locating and growing businesses in the region.
- (g) Development of MBTAG 'Going Beyond' Travel Trade Guide for tourism business
- (h) Delivery of MBTAG Tourism Showcase event in the Galashiels Transport Interchange on 14 November.

4.4 Children and Young People

- (a) Early Years - Scottish Borders Council has recently submitted a Service Delivery and Implementation Plan to Scottish Government in relation to their approach to increase funded early learning and childcare provision from 600 to 1140 hours for all three and four year olds and eligible two year olds by the end of the parliamentary session 2020 (financial year 2020/21).

The Executive Committee on 7th November considered a report which set out plans for Phases 3 and 4 of the Service Delivery and implementation plan. The Council will take a provider neutral approach and will prioritise settings that can deliver quality outcomes for children whilst supporting the Council's ambition to close the poverty related attainment gap and support parents into employment, training or study. Phase 3 will offer a range of options to parents for taking up the extra hours within settings in their local area. This would include school nurseries, partner provider nurseries or childminder settings and the opportunity for split or blended placements across providers. Phase 4 will involve identifying the next set of local catchment communities to receive the 1140 hours entitlement.

- (b) Business Support in Schools Review - The restructuring of business support in school offices is largely complete with a small number of vacancies outstanding which are currently being addressed. The operating model is now in place in every school and we are working with Head Teachers to ensure that the transition to new, streamlined ways of working is as effective as possible. The next stage of implementing the operating model involves the identification of best practice and the adoption of efficient processes. This stage will take cognisance of the impact that Business World may have.
- (c) School Estate Review - The Executive Committee on 7th November considered a report providing an update on progress made with the school estate review. It outlined a range of proposals including:
- (i) The closure of the three mothballed schools (Eccles/Leitholm, Ettrick and Hobkirk)
 - (ii) Options appraisal work in relation to Earlston and Eyemouth Primary Schools which have been identified as priorities for investment
 - (iii) A statutory consultation exercise regarding a proposal to close St Margaret's Roman Catholic Primary School in Hawick.

The Executive Committee also considered the Consultation Outcome Report for the creation of an intergenerational learning campus in Jedburgh which has attracted a very positive response from stakeholders.

4.5 Localities Programme

- (a) The Scottish Borders Community Plan has been produced and was issued for consultation over August and September and was presented to Council on 2nd November 2017. It will be signed-off by the CPP Strategic Board on the 23rd November 2017.

- (b) The Localities Bid Fund has been approved and the first round of applications, which opened on 15th October, will close on 1st December. Applications will be checked to ensure they meet the fund criteria and then put to public vote.
- (c) The role and remit of the 5 new Area Partnerships was approved Council on the 2nd November 2017 with the first meetings of the new Partnerships being held in the New Year. However, in the interim, work will commence with both Elected Members and the Partnerships on the development of the draft Locality Plans.

4.6 Transport

- (a) A joint community planning partnership transport procurement framework has been in place since April 2015 covering all passenger transport services. 100% of SBC and Borders College procured transport is undertaken by framework operators and it has been very successful in regulating both the quality and costs of procured transport across partners. Partners are now progressing with the development of "Framework 2" (the next iteration of the procurement framework) which will go live in April 2018.
- (b) Borders Buses have completed the smooth transition taking over from First Bus along with a £3.5m investment in new Buses. Over the summer they took on the operation of the Information Kiosk at the Transport Interchange with very positive initial customer feedback. Later this Autumn they will launch a Transport App.
- (c) TAS partnership was appointed by SBC to undertake a comprehensive Transport review over the Summer months of 2017. The review is almost complete and will be reported to Elected Members shortly.
- (d) The Community Transport Hub (Border Community Transport Services) continues to develop with an increasing number of clients coming through the Hub to gain access to health and social care services. Recently secured funding has enabled a paid driver to be recruited to increase capacity and deal with increasing demand.

4.7 Waste Management

- (a) The kerbside collection review is nearing completion and the element of the review with Zero Waste Scotland has been finalised. A report will be presented to Elected Members in the coming months setting out a proposed way forward for the kerbside collection service.
- (b) The planning application is now approved for the Waste Transfer Station at Easter Langlee. It was submitted in early November 2017. The Transfer Station forms a key part of the Council's longer term waste management plan which includes closure of the Easter Langlee landfill site during 2018 when it reaches its capacity.
- (c) Work continues on the review of Community Recycling Centre opening hours and a report on options will be finalised and presented in the coming months.

- 4.8 Detailed performance reporting infographics for each element of the programme are reported on a rolling schedule covering all 14 sub programmes over an annual period. In this quarterly report, the following performance reporting infographics are set out in Appendices 2 to 3:
- (a) Railway
 - (b) Transport

5 COMMUNICATIONS AND ENGAGEMENT WITH STAFF AND THE UNIONS

- 5.1 Work continues to ensure information is shared effectively with key stakeholders. Council staff continues to be the main focus as they are key to driving forward positive change across the Council.
- 5.2 As a result of this, Senior Managers, supported by the Corporate Management Team (CMT) are provided with accurate, regular information and essential briefings and material to keep their staff updated.
- 5.3 As part of the above, Senior Management events are held regularly to share information and to enable senior managers to contribute to the ongoing development of the programme. The most recent event took place on the 2nd October and a further event is being held on 11th December.
- 5.4 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 2017/18-2021/22 Financial Plan in February 2017, the level of savings to be delivered across the Transformation Programme during the year are £5.89m. 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 Corporate Management Team 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
Executive Director

Signature

Author(s)

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

Background Papers: Nil

Previous Minute Reference: Scottish Borders Council, 9th February 2017.

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

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

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

Updated: 14/11/17

Appendix 1

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Brian Frater

Priority 2: Improve attainment & achievement levels

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


Priority 3: Provide high quality support, care and protection

Adult Services		Murray Leys
----------------	---	-------------

Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jenni Craig
----------------------	---	-------------

Priority 5: Maintain and improve our high quality environment

Waste Management Plan		Martin Joyce
Energy Efficiency		David Robertson

Priority 6: Develop our workforce

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

Priority 7: Develop our assets and resources

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

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

Digital Transformation		Rob Dickson / Jenni Craig
Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Murray Leys
Integration of Health & Social Care		Robert McCulloch-Graham

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 October 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"> • Delivery of 2017 Steam Train Experience by SRPS in August 2017, which 'sold out' based on original projections. 1680 passengers travelled by steam from Fife & Edinburgh to the Scottish Borders, with 1100 choosing add-on tours to local visitor attractions. • Positive media impact of the Steam Train reported through VisitScotland included 261,000 views of Facebook video footage on the first Sunday. • The Borders Railway Hotel Market Assessment by Hotel Solutions has now been published and shared with consultees. • Delivery of 'Borders Railway – More Connected' inward investment marketing campaign, including editorial coverage in the Herald and Scotsman, and an e-newsletter to 6000 businesses. A Borders Railway business supplement in BQ Magazine, distributed across Scotland, Northeast and Northwest England. • Completion of Borders Railway Business Incubator Network Feasibility Study. • Delivery of Edinburgh Chamber of Commerce 'Borders Railway Business Breakfast' event, with Chair of Scottish Enterprise Bob Keiller and business speakers from Scottish Borders and Midlothian promoting new opportunities for locating and growing businesses in the region. • Development of MBTAG 'Going Beyond' Travel Trade Guide for tourism business. • Delivery of MBTAG Tourism Showcase event in the Galashiels Transport Interchange on 14 November. 	<ul style="list-style-type: none"> • Publication of the draft 'Borders Transport Corridors Study' including options for rail extension to Hawick and Carlisle. • Development of ScotRail Scenic Route and joint ticketing promotions for 2018. • Completion of Tweedbank and Galashiels Masterplans. • Delivery of Borders Railway Year 2 Evaluation Research.

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


Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater / Timothy Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		Progress Update: Status is Green because: <ul style="list-style-type: none"> Continuation of the Strategic Transport Board work stream (meets 6 times/year) Re-engagement of a development worker to facilitate CT growth, Hub management and hospital discharge Progressed the Transport Review with TAS partnership. Significant progress on work with partners to procure transport via a central framework and prepare "Framework 2". 	Next period: <ul style="list-style-type: none"> On-going work with partners to procure transport via a central framework and prepare "Framework 2". Continuation of the Community Transport Hub, additional funding in place for further development. Present results of Transport Review to CMT and Elected Members.
Donna Manson Janice Robertson 0185	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.		Progress Update: Status is Green because the following milestones have been achieved: <ul style="list-style-type: none"> Business Support in Schools Review – the restructuring part of the Review has been completed in this period. There are a number of vacancies outstanding and work continues to fill these. Office accommodation and business support arrangements are now in place to support the Children & Families Social Work Service which has now been fully re-designed. School Estate Review – the outcome of the Statutory Consultation regarding the proposal to create an intergenerational learning campus at Jedburgh has been published. Education Scotland has submitted their own report regarding the proposals, which is very supportive, and this is published on their website as well as being included in the Consultation outcome report. Early Years – A Service Delivery and Implementation Plan has been submitted to Scottish Government. This relates to Scottish Government's plans to increase funded early learning and childcare provision from 600 to 1140 hours for all 	Next period: <ul style="list-style-type: none"> Business Support in Schools Review – work will continue to streamline processes including an analysis of the impact of the introduction of Business World. School Estate Review – <ul style="list-style-type: none"> A report went to Executive Committee on 7th November 2017 updating members on progress made with the school estate review. Work to progress the closure of the three mothballed schools (Eccles/Leitholm, Ettrick and Hobkirk) will be underway. Earlston and Eyemouth Primary Schools have been identified as priorities for investment and options for these two schools will be explored. A statutory consultation exercise will be underway regarding a proposal to close St Margaret's Roman Catholic Primary School in Hawick as part of the recently undertaken review of Roman

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


				three and four year olds and eligible two year olds by the end of the parliamentary session 2020 (financial year 2020/21).	<p>Catholic provision in the Borders.</p> <ul style="list-style-type: none"> • Early Years – A report went to the Executive Committee on 7th November 2017 setting out plans for Phases 3 and 4 of the plan. Phase 3 will offer a range of options to parents for taking up the extra hours within settings in their local area. This would include school nurseries, partner provider nurseries or childminder settings and the opportunity for split or blended placements across providers. Phase 4 will involve identifying the next set of local catchment communities to receive the 1140 hours entitlement.
--	--	--	--	--	--

Priority 3: Provide high quality support, care and protection

Corporate Head/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Murray Leys / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Planned 16/17 financial savings were achieved on a recurring, permanent basis for 2016/17. • Any temporary savings have been carried forward for permanent delivery in 2017/18. • Savings for 17/18 relating solely to SBC have been achieved. Plans are now in place to implement a joint Integrated (SBC & Health) Transformation Saving Programme to deliver the balance of the shared savings requirement. • Successful implementation and delivery of the joint approach is key to the achievement of the outstanding Financial Plan savings requirements. • The combined programme will continue to utilise Social Care Fund (SCF) and Integrated Care Fund (ICF) to deliver change and to mitigate service and Winter pressures. 	<p>Next period:</p> <ul style="list-style-type: none"> • Work to deliver the approved joint SBC and Health transformation programme progressed. • Plans to increase bed capacity at Haylodge (+6 beds) and Craw Wood (+15 beds) for 'Discharge to Assess' patients will be delivered. This IJB funded initiative will help mitigate Winter pressure on beds. Craw Wood beds will be fully staffed and operational from 4th December 2017, with Haylodge beds operational from January 2018.



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

Priority 4: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / 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 as the development of the Locality Plans is now underway with Elected Members and new Area Partnerships.</p> <ul style="list-style-type: none"> • CPP Scottish Borders Community Plan went out for public consultation (August/ September 2017) and was approved at Council on 2nd November 2017. • Localities Bid Fund approved and open for applications as of 15th October 2017. Funding round closes on 1st December 2017. • Role and Remit of Area Partnerships was agreed at Council on 2nd November 2017. • Locality Plan Packs was agreed at Council on 2 November 2017 and are ready to be shared with Elected Members and new Area Partnerships. 	<p>Next period:</p> <ul style="list-style-type: none"> • Scottish Borders Community Plan to be approved at CPP Strategic Board on 23rd November 2017. • Community Plan measures, targets and actions drafted. • Localities Bid Fund applications screened and public voting under way on applications that meet the Fund criteria. • First meetings of the five new style Area Partnerships held • Work with Elected Members and Area Partnerships to develop first drafts of each Locality Plan


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

5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / 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.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Work with Zero Waste Scotland on kerbside collection scenario modelling complete. • 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. • Work continues on the Trade Waste Collection review. 	<p>Next period:</p> <ul style="list-style-type: none"> • Prepare and present report on Kerbside collections. • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. • Submit Waste Transfer Station planning application. • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate. • Complete Community Recycling Centre review.
David Robertson / Jon Laws	Energy Efficiency	Implement spend to save energy efficiency schemes across the Council estate.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • LED Lighting upgrades completed at 11 sites. • Insulation projects completed at 21 sites. • Energy and Building Services Officer in post and has developed a programme of delivery. 	<p>Next period:</p> <ul style="list-style-type: none"> • Tender to install Solar Panels at 12 sites ready to issue. • Energy Performance Contract to procure multi-site guaranteed energy reductions being developed to issue tender before year end. • Further lighting projects identified for implementation in current year. • Developing and testing new heating strategies to make our hard to treat historic properties more efficient as part of the Scotland Energy Efficiency Programme (SEEP) pilot phase. • Reviewing control strategies at our newer, more complex sites to ensure systems are achieving maximum efficiency and operating at optimal performance.


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 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 years' savings are to be approved.</p> <ul style="list-style-type: none"> • People Planning – Challenge sessions have been held with all service managers over September and October and potential for achieving targeted savings have been identified along with associated impacts on staff. Once finalised the people, finance & business planning meetings will take place to look at the options in detail and their full impact on staff, business operation and as part of the 18/19 financial planning process. • Pool Cars - The trial pool car fleet of 15 cars has now been up and running now for over three months. An initial monitoring report is being prepared. Initial indications show that utilisation is higher than expected with cars projected to achieve more 15,000 miles per year (originally projected 8,000 – 10,000). Subject to evaluation, proposals will be developed for the expansion of the fleet both at HQ and across the localities. • Overtime/Working Practices – a project is being established with service managers to look at how working practices can be revised to deliver more efficient services and enable a significant reduction of overtime across services. • Review of Pay Structure – A project group will be established to review SBC's current pay structure, as it has been 10 years since the introduction of Single Status and ensure it is robust for the future taking into account the living wage, labour markets and flexible workforce requirements. 	<p>Next period:</p> <ul style="list-style-type: none"> • Begin working with service managers on a phased basis to look at alternatives to overtime across services. • Initial monitoring report to be produced for the 1st quarter of the pool car pilot. Proposals for expanding the fleet will be developed. • Service meetings with Senior Management Teams to develop detailed, combined people, finance & business plans to access impact.



Corporate Transformation Programme Tracker For Executive Committee as of 31 October 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 Amber because:</p> <ul style="list-style-type: none"> Plans for rationalising office accommodation have been delayed due to the need to find an interim accommodation solution for CGI. Implementation plans will be recalibrated and savings re-profiled. Plans are still being developed to deliver future years' financial savings. Draft Locality Property Plans have been developed based on public meetings held in March this year. It is anticipated that the draft Plans will be presented to Area Partnerships for consultation once arrangements for these 5 new bodies are agreed. 	<p>Next period:</p> <ul style="list-style-type: none"> Work continues to achieve current year property savings and to identify property savings in future years. Consultation over draft Locality Property Plans.

Corporate Transformation Programme Tracker For Executive Committee as of 31 October 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"> We are working with CGI to find an alternative solution for our Customer Portal due to issues with the original solution. We now anticipate delivery of the portal to take place in 2018. Business World – work continues to rollout of full functionality. Progress has been made and there is further work to do. Survey has been conducted on customer's Internet usage which has confirmed an appetite for Digital services. A business intelligence project is underway with Children and Young People. We continue to work with partner organisations to improve broadband and mobile access in the Borders. New online parents evening booking and broadband for schools have been delivered. 	<p>Next period:</p> <ul style="list-style-type: none"> Develop Business Intelligence solution for Children and Young People. Roll out further Business World functionality. Progress new solution for Customer Portal. Business process changes in departments to adopt Digital ways of working.
Brian Frater / Nuala McKinlay	Information Management	Deliver information sharing requirements across partners.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> The information management project is now complete and is closed. 	

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

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
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.		Progress Update: Status is Green because milestones have been achieved: <ul style="list-style-type: none"> • Roads internal restructure still being progressed • Integrated Trust went live as planned on 1st April 2016 • SB Cares is up and running and progressing to business plan 	Next period: <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 • Programme to be re-shaped as a Commercialisation programme.
Murray Leys	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		Progress Update: Status is Green because the project is now complete.	
Robert McCulloch-Graham / James Lamb	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		Progress Update: Status is Green because <ul style="list-style-type: none"> • A programme of 10 projects has been established as follows: <ul style="list-style-type: none"> ○ Community & Day Hospitals ○ Home Care (including re-ablement) ○ Allied Health Professionals ○ Dementia ○ Mental Health ○ Alcohol & Drugs ○ Carers Strategy ○ Day Care ○ IT & Telehealthcare Project ○ Integrated Health & Social Care Teams • Programme progress is monitored by the Joint Executive Management Team and reported to the IJB. 	Next period: <ul style="list-style-type: none"> • Complete scoping of the Integrated H&SC Teams project • Develop the scope of the IT & Telehealthcare project to enable effective integrated working and associated efficiencies and productivity gains • Establish efficiencies and productivity targets across all projects

01

ENCOURAGING SUSTAINABLE ECONOMIC GROWTH CORPORATE TRANSFORMATION PROGRAMME



Borders Railway Blueprint

By working with a range of partners, including Scottish Government and Scottish Enterprise, we will deliver actions to maximise the full economic and social benefits.



Benefits

- Population growth
- More jobs
- Inward investment
- Safer travel
- Tourism growth
- Improved perceptions of area

Key Milestones

Apr-Jun '17

- Launch of Midlothian & Borders Tourism Action Group 'Destination Development Project'
- Agreement on 'Borders Transport Corridors Study' including options for line extension

Jul-Sep '17

- Consultations on Tweedbank and Galashiels Masterplans
- Delivery of SRPS Steam Train Experience 2017
- Launch of 'More Connected - Borders Railway' inward investment marketing campaign
- Business Incubator Network Feasibility Study
- Hotel Market Assessment Study

Oct-Dec '17

- Publication of Year 2 Evaluation research
- Submission of Stage 2 RCGF regeneration funding bid for Tapestry in Galashiels
- Delivery programme for Central Borders Business Park
- MBTAG tourism showcase

Jan-Mar '18

- Year 3 Visitor Marketing Programme underway
- MBTAG Travel Trade & Hospitality training underway

Apr-Jun '18

- Detailed design agreed for Tapestry Visitor Centre

Page 193

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

Our performance

PASSENGER NUMBERS

Over 2.6m
up to **September 2017**



STEAM TOURISM DATA

(Global Tourism Solutions) 2016

VISITOR NUMBERS (OVERNIGHTS AND DAY VISITS)

up to **10.9%**

Total expenditure up **16.2%**

YEAR 1 EVALUATION (TRANSPORT SCOTLAND) 2016

- 39% of respondents of the user survey were travelling on a tourist day trip or overnight stay. 34% of these were traveling to the Scottish Borders or Midlothian.
- More than 65% of tourist users stated that the rail line was a factor in their decision to make their trip and 23% stated that they would not have made the trip were it not for the line.
- There is evidence that the Borders Railway has affected peoples' residential choices and choice of workplace, as more than 50% of users who had moved house and over 80% of those who moved employment since the reopening of the line stated that the railway had been a factor in their decision.

Programme highlights

Creation of industry led **MBTAG (Midlothian and Borders Tourism Action Group)**, with a 2 year support programme including business innovation workshops, product knowledge sessions, learning journeys, market research, international market development, and a travel trade tourism development programme.

Delivery of '**Borders Railway - More Connected**' inward investment marketing programme, including editorial coverage in the Herald and Scotsman, an e-newsletter to 6,000 businesses, Food & Drink Showcase, Business Breakfast event, and Borders Railway business special in BQ Magazine.

A **Visitor Marketing Programme** led by Visit Scotland completed its second year of delivery to UK and International marketing, with a potential global audience reach of 23 million.



This page is intentionally left blank

ENCOURAGING SUSTAINABLE ECONOMIC GROWTH

CORPORATE TRANSFORMATION PROGRAMME

Transport Programme

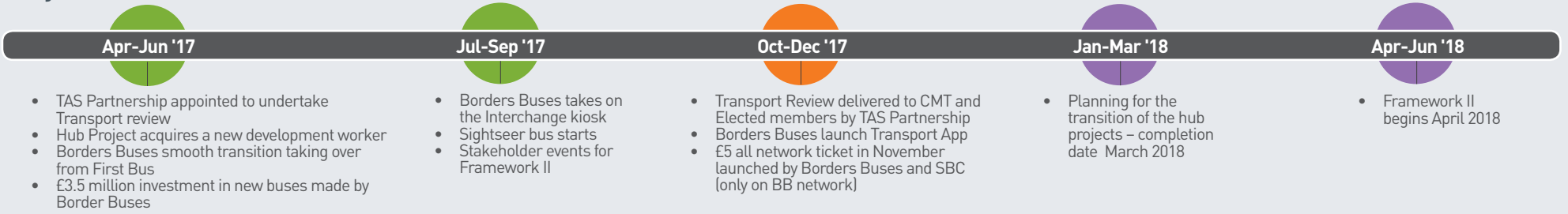
Implementation of a better, simpler, more accessible and cost effective model of transport service provision, through multi-agency approach.

Benefits/Financial Plan savings

- Savings and efficiencies
- Strengthened partnership working
- Reduced carbon footprint
- A sustainable approach that meets the needs of service users



Key Milestones



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

Our performance



BUS USERS 2017

920,00 passenger journeys undertaken in 2016-17

HOME TO SCHOOL TRANSPORT

1.7m individual home to school transport journeys undertaken in 2016-17

COMPLAINTS 2016

7 complaints with only 1 being judged justified

YOUR BUS MATTERS

Scottish Govt. initiative – around **6 weeks** of bus surveys undertaken across the Borders by Bus Users Scotland to support the Transport review.

OPEN TOP SIGHTSEEING BUS/RAILWAY RELATED TRANSPORT PROJECT

over **1,000** passengers visitors carried in the Summer of 2017

NEW BUSINESS FOR THE HUB

100% of new business going through the Hub Journeys so far in 2016-17

FRAMEWORK 1

100% of SBC procured home to school special needs, social work and college transport was undertaken by framework operators

FRAMEWORK 2

Stakeholder engagement took place in September 2017. **New Framework** due to go live Easter 2018

Programme highlights

Scottish Borders Community

Planning Partnership (CPP) has already implemented a sustainable passenger transport framework covering all passenger transport services. Local taxi firms, bus and coach companies and the third sector have been encouraged to tender for work through the framework. The framework has proved very successful in regulating both quality and costs of procured transport. Partners have indicated that they are happy to progress to Framework 2.

The Transport Programme:

- The Transport Programme has delivered a number of work

streams to date including establishing and consolidating a Strategic Transport Board, Implementing a Joint Transport Procurement Framework and the implementation of a Community Transport Hub.

- The “Hub” co-ordinates all community transport services in the Borders and provides a single point of contact for service users requiring access to health and other services. It won Accessibility Project of the Year 2016 at the Scottish Transport Awards.

- The information kiosk at the Transport Interchange was handed over to Borders Buses in July 2017 by SBC. This has proved very successful with some initial very positive customer feedback

Open Topped Sightseeing Bus Service:

A joint SBC and Borders Buses initiative it operates at weekend to various places of interest in the central Borders e.g. Scott's View, Dryburgh Abbey and Melrose Abbey – over 1000 passengers used the service this summer.



This page is intentionally left blank

**MONITORING OF THE GENERAL FUND REVENUE BUDGET
2017/18**
Report by the Chief Financial Officer

EXECUTIVE COMMITTEE
21 November 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 30 September 2017 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 the 30 September. After the second quarter of 2017/18 the Council's budget overall is projecting a balanced position at 31st March 2018 with all known pressures now being managed within the Council's overall 2017/18 revenue budget. The Council is managing a significant number of risks and pressures in the current year including delays in the delivery of a number of savings required in the 2017/18 budget. For this reason CMT has agreed restrictions on discretionary budgets and the Chief Executive has now written to managers regarding restrictions on discretionary spend for the remainder of 2017/18. This budgetary action aims to mitigate any further budget pressures which may arise during the remainder of 2017/18 and maximise year end underspend opportunities to support transformational change going forward. The approach adopted around restricting discretionary spend towards the end of the financial year has been very beneficial to the Council in previous financial years.
- 1.3 In the last revenue monitoring report it was highlighted to Elected Members that work was ongoing to stabilise the new Business World ERP system. Work to enhance BW functionality is progressing with CGI. Since the date of the last monitoring report good progress has been made with regard to development of the Council's online reporting capability and budget monitoring reports are now in the process of being rolled out to budget managers.
- 1.4 As shown in Appendix 4 as at 30 September 2017 78% (£9.607m) of the savings have been delivered within the current year. The remaining 22% (£2.729m) are profiled to be delivered during the remainder of 2017/18. Emphasis during the remaining 6 months of 2017/18 needs to be placed on delivering as many savings as possible permanently as per the Financial Plan.
- 1.5 Full details of pressures, risks and challenges are detailed in Appendix 1 to this report. Appendix 2 reflects virements required to realign budgets in line with current forecasts. Appendix 3 reflects earmarking of £1m which has been transferred to Allocated Balances to support the 2018/19

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:-

- (a) notes the corporate monitoring position projected at 30 September 2017, the underlying cost drivers and the identified areas of financial risk as reflected in Appendix 1;**
- (b) approves the virements attached as Appendix 2 in order to realign budgets in 2017/18 in line with current forecasts;**
- (c) approves the earmarking of budget from 2017/18 attached as Appendix 3;**
- (d) notes the progress made in achieving Financial Plan savings in Appendix 4; and**
- (e) notes the action taken by the Corporate Management team to deliver a balanced budget in the current year.**

3 PROJECTED OUTTURN

3.1 The revenue monitoring position set out in this report and summarised in Appendix 1 is based on actual income and expenditure to the 30 September 2017. The monitoring position overall is projecting a balanced position at 31st March 2018 with all known pressures now being managed within the Council's overall 2017/18 revenue budget.

3.2 The Chief Executive has communicated with services regarding restrictions on discretionary spend for the remainder of 2017/18. This approach will mitigate any further budget pressures which may arise during the remainder of 2017/18 and maximise year end underspend opportunities to support delivery of the 2018/19 Financial Plan and transformational change within the Council. This approach of restricting discretionary spend towards the end of the financial year has been very beneficial to the Council in previous financial years.

3.3 Appendix 2 reflects virements required to realign budgets in line with current forecasts. Appendix 3 reflects earmarking of £1m which following earmarking has been allocated within Allocated Balances to support the 2018/19 Financial Plan.

3.4 Appendix 4 sets out the progress made by the end of month 6 to deliver the savings approved in the Financial Plan in February 2017 plus prior year savings achieved temporarily during 2016/17. 78% (£9.607m) of the savings have been delivered within the current year, 44%, (£5.467m) as per the Financial Plan, 4% (£0.490m) by alternative means on a permanent basis and 30% (£3.65m) by alternative means on a temporary basis. The remaining 22% (£2.729m) is profiled to be delivered during the remainder of 2017/18.

3.5 Culture & Sport

The service is projecting a balanced position.

3.6 Assets & Infrastructure

Infrastructure & Asset Management are projecting a balanced position which can be delivered through additional income to address pressures in the Roads Review, the Janitorial element of the Cleaning Services review which is subject to on-going Trade Union discussions and savings within Neighbourhood Services.

3.7 Economic Development & Corporate Service

The service is projecting a balanced position following appropriate virements to address highlighted corporate service pressures.

3.8 Health & Social Care

Budget pressures have been identified within the service, specific areas to note include an increase in the volume of care at home packages over the last 6 weeks and the likely delays in certain savings proposals to 2018/19 as a result of slippage in the IJB transformation programme, offset by projected savings across community-based services attributable to ongoing redesign and changes to clients' care and support plans. In order to achieve a balanced outturn position, further savings and additional income measures totalling £300k over the remainder of the financial year are now required. This includes the direction of the remaining social care funding of £0.127m by the Integration Joint Board and the development of an Action Plan to deliver the remaining £0.173m required to balance the budget. At present the service is experiencing significant difficulties with regard to the recruitment and retention of

appropriate numbers of care staff looking after elderly and vulnerable clients. This group of staff are essential to support the Council and the NHS joint strategy of minimising delayed discharge in hospitals and it may be necessary in the current climate to pay a market supplement rate in order to attract and retain staff.

3.9 **Children & Young People**

The Children & Young People's Service is forecasting a balanced position for 2017/18. Work is ongoing to deliver Financial Plan savings permanently with £1.059m (60%) already delivered, £357k (20%) profiled to be achieved as forecast, and £345k (20%) to be achieved by alternative means in the 2017/18 year. The commencement of the new academic year has allowed teacher and support staff numbers to be confirmed with teacher numbers having been maintained at 2016 levels as required by the Scottish Government. Pupil equity funding of £1.84m has been given to schools for the 2017/18 academic year.

3.10 **Customer & Communities**

Reviews within Business Support and Customer Advice & Support services are now complete and expected to meet revised financial plan savings targets within the departments. The pressure within Housing Benefit will be met from Council Tax reduction scheme as has occurred in previous years. A review of Housing Benefit Income and Expenditure is underway and a permanent virement will be actioned upon its completion.

3.11 **Finance, IT & Procurement**

The service is projecting a balanced position following appropriate virements to allocate corporate budgets across the Council to address budget pressures.

3.12 **Human Resources**

The service is reporting a balanced position following appropriate virements to contribute to corporate pressures and the earmarking of budget to support the 2018/19 Financial Plan. The agreed 2017/18 pay award has been implemented and back pay has been paid to all employees in October 2017.

3.13 **Regulatory Services**

The service is projecting a balanced position following appropriate virements to address highlighted corporate service pressures.

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 2017/18.

4.2 **Risk and Mitigations**

- (a) There is a significant risk that further cost pressures may emerge as the year progresses which may impact on the outturn position. Every effort must continue to be made by Service Directors to contain spend over the remainder of the year and to consider permanent effects on the Financial Plan.
- (b) Complexities around the implementation of Business World alongside unprecedented levels of change and delivery of financial savings within the organisation are contributing to a challenging operating environment.

- (c) It is imperative that as many savings as possible identified within the 2017/18 and future financial plans are delivered permanently to ensure affordability and budget sustainability.
- (d) The risks identified above are either being managed or will be mitigated through:
 - (i) independent Internal Audit assurance which has been carried out on the integrity of the revenue budget data migrated to Business World;
 - (ii) monthly reports of actual expenditure and income against approved budgets being made available to budget managers from the Council's Business World System;
 - (iii) review of budget variances and monitoring of management actions to control expenditure by Finance, Service staff and Service Directors and monthly reporting to CMT;
 - (iv) engagement with directorates and review of monthly management accounts by management teams;
 - (v) supporting corporate transformation projects to monitor and deliver the planned corporate transformation savings in the medium-term Financial Plan;
 - (vi) action being taken with CGI to enhance the system and deliver outstanding functionality as agreed in the original business case.

4.3 **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.

4.4 **Acting Sustainably**

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

4.5 **Carbon Management**

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

4.6 **Rural Proofing**

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

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

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

5 CONSULTATION

- 5.1 Service Directors and their relevant staff have been involved in and agreed the compilation of the budgetary control statements appended.
- 5.2 The Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Service Director HR and the Clerk to the Council have been consulted in the preparation of this report and any comments received incorporated into the 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.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18
SUMMARY

AT END OF MONTH: Sep-17



	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
Culture & Sport	6,336	4,216	6,281	6,281	0	0	0	A balanced position is forecast.
Asset & Infrastructure	28,474	16,859	27,387	27,584	(197)	197	0	Balanced position forecast following virement to offset pressures resulting from the delay in implementation of cleaning and janitorial review.
Economic Development & Corporate Services	1,748	782	6,126	6,455	(329)	329	0	Projecting an overall balanced position following virements to offset delays in delivery of Financial Plan savings.
Health & Social Care	55,755	15,923	56,159	56,159	0	0	0	Breakeven projected outturn forecast assuming delivery of remaining financial plan savings and recovery plan £302k to meet forecast pressure within Older People.
Public Health	68	(17)	68	68	0	0	0	A balanced position is forecast.
Children & Young People	116,719	51,625	115,076	113,572	1,504	(1,504)	0	Balanced position forecast after £1.4m DSM carry forward has been earmarked. All Financial Plan savings forecast to be delivered either as planned or by alternative means.
Customer & Communities	13,126	4,090	14,795	14,998	(203)	203	0	A breakeven outturn is forecast. Reviews within Business Support and Customer Advice & Support services are underway and expected to meet revised financial plan savings targets within the departments.
Finance, IT & Procurement	30,130	9,469	34,036	33,467	569	(569)	0	A balanced position is forecast overall following the re-allocation of corporate budgets held temporarily. Projected underspend in Loans Charges to be earmarked to support 2018/19 Financial Plan.
Human Resources	3,064	1,860	4,428	4,220	208	(208)	0	A breakeven outturn is forecast. Available budget being earmarked to fund 2018/19 Financial Plan and offset delays in delivery of Financial Plan savings in-year.
Regulatory Services	6,520	2,494	6,312	6,198	114	(114)	0	Balanced position is forecast. Income from Planning & Building Standards fees has seen a good second quarter. This will continued to be monitored closely.
Total	261,940	107,300	270,668	269,002	1,666	(1,666)	0	
Financed by:								
Revenue Support Grant	(175,643)	(70,594)	(175,828)	(175,828)	0	0	0	
Non-Domestic Rates	(31,938)	(16,337)	(32,673)	(32,673)	0	0	0	
Council Tax	(57,202)	(31,329)	(57,502)	(57,902)	400	(400)	0	Additional Council Tax to be earmarked for the 2018/19 Financial Plan (£400k).
Council Tax Reduction Scheme	5,707	5,215	5,557	5,204	353	(353)	0	Transfer available budget to fund pressure in Housing Benefits (£293k), earmark budget to support 2018/19 Financial Plan (£60k).
Reserves:								
Earmarked Balances from 2016/17	(1,349)	(7,457)	(6,117)	(6,117)	0	0	0	
Earmarked Balances for future years	0	0	0	2,419	(2,419)	2,419	0	Earmarking to fund 2018/19 Financial Plan (£1m) and Primary and Secondary DSM carry forward (£1.419k).
Transfers to/from Reserves	(1,515)	0	(4,106)	(4,106)	0	0	0	
Total	(261,940)	(120,502)	(270,669)	(269,003)	(1,666)	1,666	0	

Culture & Sport	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
Cultural Services	3,806	2,684	3,693	3,693	0	0	0	
Sports Services	2,530	1,532	2,588	2,588	0	0	0	
Total	6,336	4,216	6,281	6,281	0	0	0	

Key Highlights, Challenges & Risks

Currently projecting a balanced position. Work on the synthetic pitch programme to improve the condition of our synthetic pitches is continuing.

Asset & Infrastructure	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
Property Management Services	3,777	2,292	3,710	3,710	0	0	0	
Estates Management Services	431	161	377	377	0	0	0	
Catering Services	951	549	913	773	140	(140)	0	Projected additional income (£40k) to offset pressure within SBcContracts. Additional underspends (£100k) towards cleaning and janitorial review pressure.
Cleaning & Facilities Management	535	1,340	509	739	(230)	230	0	Delay in implementation of cleaning and janitorial review to allow further Trade Union discussions (£230k) to be funded from additional planning fee income (£100k), managed underspends within Catering Services (£100k) and available rates budget (£30k).
Design Services	136	407	130	130	0	0	0	
Major Projects	169	131	168	168	0	0	0	
Neighbourhood Operations	12,617	4,553	12,063	12,070	(7)	7	0	Transfer of budget from Regulatory Services to fund 0.3 FTE Lead Officer Post (£7k).
Network & Infrastructure Asset Management	1,390	505	1,374	1,374	0	0	0	Pressures arising from the delay in implementation of the roads review are being managed within the service therefore a balanced position is being forecast.
SBcContracts	(549)	3,328	(549)	(449)	(100)	100	0	Increased overheads reducing overall surplus (£100k), funded from additional catering income and Secondary Schools.
Fleet Management Services	(224)	481	(299)	(299)	0	0	0	
Pay Parking	0	11	128	128	0	0	0	
Waste Management Services	9,241	3,101	8,862	8,862	0	0	0	
Total	28,474	16,859	27,387	27,584	(197)	197	0	

Key Highlights, Challenges and Risks

A projected overspend for Assets & Infrastructure Directorate overall is being managed from within existing budgets. The key areas of budget pressures arising from the Janitorial & Cleaning Services review which is subject to on-going Trade Unions discussions and Roads review savings.
 Delivery of the SBc Contracts surplus which can be influenced by market conditions, operational performance and contract tenders won.
 Neighbourhood services are managing budget pressures arising from difficulty in delivering savings targets from within existing budgets. Waste Management services are undertaking several key pieces of work including development of the Waste transfer station, kerbside collection modelling, and the procurement of the residual waste contract anticipated pressures within the service are being managed within existing budgets.

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2017/18

AT END OF MONTH: Sep-17



Economic Development & Corporate Services	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
Corporate Policy	119	49	117	117	0	0	0	
Communications & Marketing	464	263	460	510	(50)	50	0	Delays in delivery of financial plan saving relating to SB Connect (£50k) to be funded from Economic Development projected underspend.
Economic Development	1,683	1,216	1,692	1,642	50	(50)	0	Efficiencies and slippage in 2017/18 work plan to offset delays in delivery of Financial Plan saving relating to SB Connect (£50k).
Commercial Property Income	(1,244)	(1,246)	(1,244)	(1,244)	0	0	0	
Emergency Planning	172	78	156	156	0	0	0	
Housing Strategy & Services	1,606	598	3,870	3,713	157	(157)	0	Consultancy and premises saving to fund delays in delivery of organisational efficiencies saving (£145k) and pressure relating to Digital transformation (£12k).
Corporate Transformation	(1,052)	(176)	1,075	1,561	(486)	486	0	Delays in delivery of Financial Plan saving relating to organisational efficiencies (£390k), pressure relating to Digital Transformation (£96k).
Total	1,748	782	6,126	6,455	(329)	329	0	

Key Highlights, Challenges & Risks

Projecting an overall balanced position. The review of Economic Development is underway. Commercial property income generation is dependant on continued occupancy.

A Jedburgh Marketing/Tourism business group has been established to help improve and promote the town centre. The Group has completed a tidy up of key visitor areas in the town centre including Abbey Ramparts and the High Street with input from local businesses and volunteers. The Group are also progressing the development of the town website, new visitor leaflets, pop up displays for empty shops and town entry signage.

The Scottish Government Regeneration Capital Grant Fund 2017 is aimed at providing new/improved infrastructure for capital expenditure supporting community projects in 2018/19 – 2020/21. The focus for Round 5 is for projects that are capable of starting in the financial year 2017/18 and to fully utilise the grant allocated for that financial year. Two applications were submitted at the first stage of the application process i) Regenerating Galashiels - Great Tapestry of Scotland ii) Eastgate Theatre Extension & Refurbishment, Peebles. The Great Tapestry of Scotland, Galashiels has been invited to progress to a Stage 2 application with a deadline in early December. Notification will be given to all applicants of funding recommendations by the end of February 2018.

The Tweed Valley Tourism Consortium has been successful in securing Scottish Government Seedcorn funding for the development of a Tweed Valley Tourism Business Improvement District. The aim of the BID is for the Tweed Valley to be a recognised brand in the UK, to promote a year round events programme and to strive to be the greenest destination in the UK. The BID is seeking to capitalise on the world class mountain biking and events that take place in the Tweed Valley and ensure that a large range of other activities support and add diversity to the visitor offer in the region.

Tour of the Borders this year reported 2,086 amateur riders participating with an estimated 5,000 spectators/supporters.

Tour of Britain saw 10,000 spectators including 7,000 in Kelso, income figures for the Scottish Borders was £285k against a spend of £65k.

The LEADER Local Action Group has approved grant funding of £1.62m so far in 2017, including 17 community, 3 farm diversification, 8 rural business development and 2 Enterprise Facilitator projects. Up to 10 applications are expected for consideration by the Local Action Group in January 2018. The next application deadline for LEADER funding is 14 November 2017.

Business Gateway assisted 324 businesses and 50 start-up businesses during the last quarter.

2 business loans were approved from the Scottish Borders Business Loan Fund totalling £40k and 7 business grants were awarded totalling £20k.

The inaugural Scottish Borders Business Conference took place in October with 170 people in attendance at Springwood park. Excellent feedback was received with calls for it to become an annual event.

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2017/18

AT END OF MONTH: Sep-17



Page 207

Health & Social Care	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
Child Protection	179	59	179	179	0	0	0	
Adult Protection	392	130	391	392	(1)	0	(1)	
Emergency Duty Team	293	159	287	316	(29)	0	(29)	
Business Support - Staff Development	257	35	257	257	0	0	0	
Quality Improvement	207	103	206	201	5	0	5	
Services in Criminal Justice System	1,124	289	1,124	1,124	0	0	0	
Safer Communities	431	(18)	443	443	0	0	0	
Older People	24,448	6,624	26,255	26,424	(169)	0	(169)	A number of areas of pressure, in particular the level of care at home hours is causing further pressure across the Older People's service.
Joint Learning Disability	15,753	7,136	16,807	16,553	254	0	254	Projected savings across community-based services attributable to ongoing redesign and changes to clients' care and support plans.
Joint Mental Health	2,142	861	2,153	2,166	(13)	0	(13)	
People with Physical Disabilities	6,160	1,733	3,856	3,661	195	0	195	Projected savings on the client care plans delivery due to some client turnover and the reprovisioning of a small number of client plans.
Generic Services	4,369	(1,188)	4,201	4,443	(242)	0	(242)	Actual includes carry forward of ICF from 2016/17. Main driver of reported variance is concern over the delivery of savings from previous year's financial plan, which still require delivery actions to be identified and actioned. Assumes delivery in full of £302k recovery plan in development.
Total	55,755	15,923	56,159	56,159	0	0	0	
Public Health	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	
Public Health	68	(17)	68	68	0		0	
Total	68	(17)	68	68	0	0	0	

Key Highlights, Challenges and Risks

A small number of additional demand-led pressures for care and support of Older People in particular, is causing projected financial pressure.

This has been compounded by a number of savings brought forward from last financial year for which, permanent savings actions have yet to be identified. Further measures will be brought forward in order to mitigate their impact this financial year. £302k net total remedial actions now require to be brought forward. Application will be made to the IJB for the direction of £127k residual social care funding as part of the recovery plan.

Social Care functions require to deliver over £1.1m of transformation savings this financial year as part of the financial plan. These will require delivery in full over the remainder of the year or alternative mitigating actions to be identified and delivered.

**MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL**

2017/18

AT END OF MONTH: Sep-17



Children & Young 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
Early Years	6,419	2,400	6,183	6,111	72	(72)	0	Transfer £72k to Additional Support Needs to fund pre-school visiting teachers.
Primary Schools	31,988	15,439	32,793	32,368	425	(425)	0	£114k devolved from Central Schools to reflect probationer recruitment for 2017/18 academic year. Projected DSM carry forward earmarked from 2017/18 (£539k).
Secondary Schools	40,723	20,433	41,275	40,462	813	(813)	0	£127k devolved from Central Schools to reflect probationer recruitment for 2017/18 academic year. Transfer (£60k) to SBContract to offset pressure. Projected DSM carry forward earmarked from 2017/18 (£880k).
Additional Support Needs	9,963	4,316	9,962	10,343	(381)	381	0	£72k transferred from Early Years to cover Financial Plan Savings. £309k transferred from Central Schools to meet 2017/18 Financial Plan savings.
Children & Families Social Work	14,927	7,056	14,514	14,514	0	0	0	The forecast reflects costs of agreed Social Work restructure delivering Financial Plan savings in full.
Educational Psychology	636	207	632	632	0	0	0	Financial Plan saving on commissioned services forecast to be delivered in full.
Central Schools	5,600	(524)	3,280	2,705	575	(575)	0	Transfer (£25k) to Regulatory Services to fund dedicated school estate Solicitor. (£241k) devolved to schools for the recruitment of probationer teachers for 2017/18 academic year. (£309k) budget transferred to Additional Support Needs to meet 2017/18 Financial Plan savings.
School Meals	1,782	769	1,782	1,782	0	0	0	Balanced position forecast
School Transport	3,627	962	3,627	3,627	0	0	0	Balanced position forecast
Community Learning & Development	1,054	567	1,028	1,028	0	0	0	Balanced position forecast reflecting full delivery of Financial Plan savings.
Total	116,719	51,625	115,076	113,572	1,504	(1,504)		

Page 209

Key Highlights Challenges & Risks

The Children & Young People Service is forecasting a balanced position with pupil, teacher and other support staff numbers for the 2017/18 academic year now confirmed. The service has 2017/18 Financial Plan savings of £1.2m to deliver with a further £0.6m of savings carried forward from earlier years not having been delivered permanently.

The expansion of Early Years provision to 1,140 hours per child is being rolled out in seven locations from August 2017 (Burnfoot / Coldstream / Eyemouth / Greenlaw / Kirkhope / Langlee / Philliphaugh) fully funded by the Scottish Government.

Maintaining teacher numbers remains a priority for the service and budget has been devolved to schools to enable teacher numbers to be maintained as confirmed in the September 2017 teacher census.

The External Placement budget remains a potential risk within Children & Families Social Work, with any new placements potentially resulting in a budget pressure.

Customer & Communities	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
Business Support	5,068	2,404	5,962	5,962	0	0	0	
Business Planning Performance & Policy Development	459	439	455	455	0	0	0	
Community Planning & Engagement	555	302	560	560	0	0	0	
Localities Fund	500	0	500	500	0	0	0	
Customer Advice & Support Services	2,992	1,648	2,965	2,965	0	0	0	
Democratic Services	1,430	1,081	1,444	1,444	0	0	0	
Business Change & Programme Management	829	351	819	729	90	(90)	0	Staff turnover savings to fund delays in delivery of organisational efficiency Financial Plan saving (£90k).
Discretionary Housing Payments	58	289	852	852	0	0	0	
Housing Benefits	593	(2,523)	593	886	(293)	293	0	Pressure to be funded from Council Tax Reduction Scheme (£293k).
Non Domestic Rates Relief	150	170	172	172	0	0	0	
Scottish Welfare Fund	492	(70)	473	473	0	0	0	
Total	13,126	4,090	14,795	14,998	(203)	203	0	

Page 210

Key Highlights, Challenges & Risks

Reviews within Business Support and Customer Advice & Support services are now complete and expected to meet revised financial plan savings targets within the departments. The pressure within Housing Benefit will be met from Council Tax Reduction Scheme, as has occurred in previous years. A review of Housing Benefit income and expenditure is underway and a permanent virement will be actioned upon its completion.

Finance, IT & Procurement	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	377	48	331	331	0		0	
Corporate Finance	1,355	1,129	2,695	2,695	0		0	
Financial Services	2,334	827	2,251	1,823	428	(428)	0	Additional staff turnover savings to be earmarked to fund 2018/19 Financial Plan (£43k). Financial Plan growth relating to rates revaluation (£350k) no longer required and underspend due to reduction in poundage (£35k) to fund pressures within i) ICT (£210k), ii) Recharge to Non General Fund (£90k), iii) Cleaning & Facilities Management due to delayed implementation of cleaning and janitorial review (£30k), iv) Corporate Transformation due to increased ERP implementation costs (£20k) and v) unachievable organisational efficiencies Financial Plan saving (£35k).
Information Technology	6,475	6,119	10,670	10,880	(210)	210	0	Funding pressure relating to delivery of ICT model (£210k) offset by available rates budget.
Capital Financed from Current Revenue	0	0	0	0	0		0	
Interest on Revenue Balances	(20)	(1)	(20)	(20)	0		0	
Loan Charges	20,185	1,221	18,685	18,244	441	(441)	0	Available budget to be earmarked to fund 2018/19 Financial Plan (£441k).
Provision for Bad Debts	125	125	125	125	0		0	
Recharge to Non-General Fund	(701)	0	(701)	(611)	(90)	90	0	Pressure funded from available rates budget (£90k).
Total	30,130	9,469	34,036	33,467	569	(569)	0	

Page 211

Key Highlights, Challenges & Risks

A balanced position is forecast overall. Changes within the capital programme and cash flow requirements may impact on the amount the Council's anticipated borrowing levels and the resulting loans charges paid by the Council. There is continued pressure in the service to support significant change within organisation, implement a new system and undertake a significant staffing review whilst maintaining 'business as usual' services to departments.

Corporate budgets for Rates and Staff Turnover Adjustments which were temporarily coded to Finance are now being allocated across the Council resulting in a large budget being removed from Finance Services in year.

Human Resources	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
Human Resources	1,974	1,424	3,448	3,408	40	(40)	0	Apprenticeship Levy less than anticipated, to be earmarked to support the 2018/19 Financial Plan (£40k).
HR Shared Services	672	373	612	576	36	(36)	0	Available Financial Plan growth for salary sacrifice to be earmarked to support 2018/19 Financial Plan (£16k). Staff turnover savings to fund unachievable organisational efficiency savings (£20k).
Early Retirement/Voluntary Severance	418	62	368	236	132	(132)	0	Available budget to fund unachievable organisational efficiency Financial Plan saving (£100k) and offset pressure in Corporate Transformation relating to ERP implementation (£32k).
Total	3,064	1,860	4,428	4,220	208	(208)	0	

Key Highlights, Challenges & Risks

Projecting a balanced position. Continued pressure in the service to support significant change within organisation, implement new system and deliver historic financial plan savings whilst maintaining 'business as usual'. Small underspends from the Apprenticeship Levy introduced in April 2017 and the salary sacrifice scheme are contributing to the funding of the 2018/19 financial plan.

Regulatory Services	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Planning Services	757	(587)	837	717	120	(120)	0	Planning & Building Standards Fee income tracking strong, additional £100k projected to fund pressure due to delayed implementation of cleaning and janitorial review. Transfer budget to Neighbourhood Services for 0.3 FTE Lead Officer Post (£7k). Manpower budget not required as funding received through Biodiversity Projects (£13k) to offset pressure in Corporate Transformation relating to ERP implementation.
Assessor & Electoral Registration Services	682	339	612	612	0	0	0	
Passenger Transport	2,253	1,684	2,211	2,271	(60)	60	0	Projected overspend predominantly relating to pressure in minibuses due to cancellation of bus contracts (£60k) to be funded from underspend in Legal Services.
Audit & Risk	375	148	348	329	19	(19)	0	Additional staff turnover savings due to delayed recruitment (£19k) to offset pressure in Corporate Transformation relating to ERP implementation.
Legal Services	736	271	685	650	35	(35)	0	Budget transferred from Children & Young People to fund dedicated school estate Solicitor (£25k). Underspend to offset pressure in Passenger Transport (£60k).
Protective Services	1,717	639	1,619	1,619	0	0	0	
Total	6,520	2,494	6,312	6,198	114	(114)	0	

Page 219

Key Highlights, Challenges & Risks

Regulatory Services is forecasting an overall underspend. The agreed increase from the Scottish Government on the level of planning fees on certain types of application is helping to support the critical planning fee income stream.

This page is intentionally left blank

Budget Virement Requirement

Assets & Infrastructure

No. of Virements 2

1 Virement is required from

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Catering Services	£	£	£
Budget Head	Income	(40,000)	0	0

To

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	SBCContracts	£	£	£
Budget Head	Employee Costs	40,000	0	0

Because

Projected additional income from Catering to offset pressure within SBCContracts.

2 Virement is required from

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Catering Services	£	£	£
Budget Head	Supplies & Services	(100,000)	0	0

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Planning Services	£	£	£
Budget Head	Income	(100,000)	0	0

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Premises Related	(30,000)	0	0

Total		(230,000)	0	0
-------	--	-----------	---	---

To

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Cleaning & Facilities Management	£	£	£
Budget Head	Employee Costs	230,000	0	0

Because

Delay in implementation of cleaning and janitorial review to allow further Trade Union discussions (£230k) to be funded from additional planning fee income (£100k), managed underspends throughout the department (£100k) and available rates budget (£30k).

Budget Virement Requirement Economic Development & Corporate Services No. of Virements 3

1 Virement is required from

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Economic Development	£	£	£
Budget Head	Employee Costs	(8,000)	0	0
	Supplies & Services	(22,000)	0	0
	Third Party Payments	(20,000)	0	0
Total		(50,000)	0	0

To

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Communications & Marketing	£	£	£
Budget Head	Third Party Payments	50,000	0	0

Because

Delays in implementation of financial plan saving relating to SB Connect (£50k) to be funded from Economic Development projected underspend through efficiencies and slippage in 2017/18 work plan.

2 Virement is required from

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Housing Strategy & Services	£	£	£
Budget Head	Premises Related	(24,000)	0	0
Budget Head	Third Party Payments	(121,000)	0	0

Department	Human Resources	2017/18	2018/19	2019/20
Service	HR Shared Services	£	£	£
Budget Head	Employee Costs	(20,000)	0	0

Service	Early Retirement/Voluntary Severance	£	£	£
Budget Head	Employee Costs	(100,000)	0	0

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Business Change & Programme Management	£	£	£
Budget Head	Employee Costs	(90,000)	0	0

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Premises Related	(35,000)	0	0

Total		(390,000)	0	0
--------------	--	------------------	----------	----------

To

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	390,000	0	0

Because

Delays in delivery of Financial Plan saving relating to organisational efficiencies (£390k) to be offset by available budget within ER/VS (£100k), additional staff turnover savings within Business Change (£90k) and HR Shared Services (£20k), reduction in Non Domestic Rates poundage (£35k), and consultancy and premises savings within Housing Strategy (£145k).

3 Virement is required from

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Housing Strategy & Services	£	£	£
Budget Head	Third Party Payments	(12,000)	0	0

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Premises Related	(20,000)	0	0

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Audit & Risk	£	£	£
Budget Head	Employee Costs	(19,000)	0	0

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Planning Services	£	£	£
Budget Head	Employee Costs	(12,646)	0	0

Department	Human Resources	2017/18	2018/19	2019/20
Service	Early Retirement/Voluntary Severance	£	£	£
Budget Head	Employee Costs	(32,000)	0	0

Total		(95,646)	0	0
--------------	--	-----------------	----------	----------

To

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	95,646	0	0

Because

Available ER/VS (£32k) and rates (£20k) budget, staffing underspends in Audit & Risk (£19k) and Planning Services (£13k) and reduced consultancy in Housing to fund Digital transformation costs.

Budget Virement Requirement Children & Young People No. of Virements 5

1 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Early Years	£	£	£
Budget Head	Employee Costs	(71,718)	0	0

To

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	71,718	0	0

Because

To transfer budget from Early Years to Additional Support Needs to fund pre-school visiting teachers.

2 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(24,685)	0	0

To

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Legal Services	£	£	£
Budget Head	Employee Costs	24,685	0	0

Because

To transfer budget from Central Schools to Regulatory Services to fund dedicated legal support for the School Estates Review.

3 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(240,757)	0	0

To

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	113,673	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	127,084	0	0

Total		240,757	0	0
-------	--	---------	---	---

Because

To devolve budgets to Primary and Secondary Schools to reflect probationer recruitment for the 2017/18 academic year.

4 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(309,133)	(309,133)	(309,133)

To

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	309,133	309,133	309,133

Because

To transfer available permanent budget in Central Schools to Additional Support Needs to meet 2017/18 financial plan savings.

5 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	(60,434)	0	0

To

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	SBcContracts	£	£	£
Budget Head	Employee Costs	60,434	0	0

Because

To transfer budget from Secondary Schools to offset pressure in SBcContracts

Budget Virement Requirement

Finance, IT & Procurement

No. of Virements 1

1 Virement is required from

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Premises Related	(300,000)	0	0

To

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	210,000	0	0

Service	Recharge to Non-General Fund	£	£	£
Budget Head	Income	90,000	0	0

Total		300,000	0	0
-------	--	---------	---	---

Because

Financial Plan growth relating to rates revaluation (£300k) no longer required to fund pressures relating to identification of identified cost shortfalls eg telephony within ICT model (£210k) and unachievable recharge income (£90k).
--

Budget Virement Requirement

Regulatory Services

No. of Virements 2

1 Virement is required from

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Planning Services	£	£	£
Budget Head	Employee Costs	(6,714)	(14,637)	0

To

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Neighbourhood Services	£	£	£
Budget Head	Employee Costs	6,714	14,637	0

Because

Transfer of budget to fund 0.30 FTE Lead Officer post.

2 Virement is required from

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Legal Service	£	£	£
Budget Head	Employee Costs	(60,000)	0	0

To

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Passenger Transport	£	£	£
Budget Head	Income	60,000	0	0

Because

Transfer of budget from Legal Services to Passenger Transport to cover minibuse pressure that has come as a result of the cancellation in bus contracts.

Budget Virement Requirement

Financed by

No. of Virements 1

1 Virement is required from

Department	Financed by	2017/18	2018/19	2019/20
Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Supplies & Services	(292,921)		

To

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Housing Benefits	£	£	£
Budget Head	Income	292,921		

Because

Transfer of available budget to offset pressure within Housing Benefits (£293k).
--

Budget Virement Requirement

Children & Young People

No. of Virements 2

1 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Primary Schools	£	£	£
Budget Head	Supplies & Services	(539,000)	539,000	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	539,000	(539,000)	0

Because

To earmark the projected Primary DSM carry forward including externally funded projects from 2017/18.

2 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	(880,000)	880,000	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	880,000	(880,000)	0

Because

To earmark the projected Secondary DSM carry forward including externally funded projects from 2017/18.

Budget Virement Requirement

Finance, IT & Procurement

No. of Virements 1

1 Virement is required from

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Employee Costs	(43,000)	0	0

Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(441,000)	0	0

Department	Human Resources	2017/18	2018/19	2019/20
Service	Human Resources	£	£	£
Budget Head	Employee Costs	(40,000)	0	0

Service	HR Shared Services	£	£	£
Budget Head	Employee Costs	(16,000)	0	0

Department	Financed by	2017/18	2018/19	2019/20
Service	Council Tax	£	£	£
Budget Head	Income	(400,000)		0

Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Supplies & Services	(60,000)	0	0

Total		(1,000,000)	0	0
--------------	--	--------------------	----------	----------

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	1,000,000	0	0

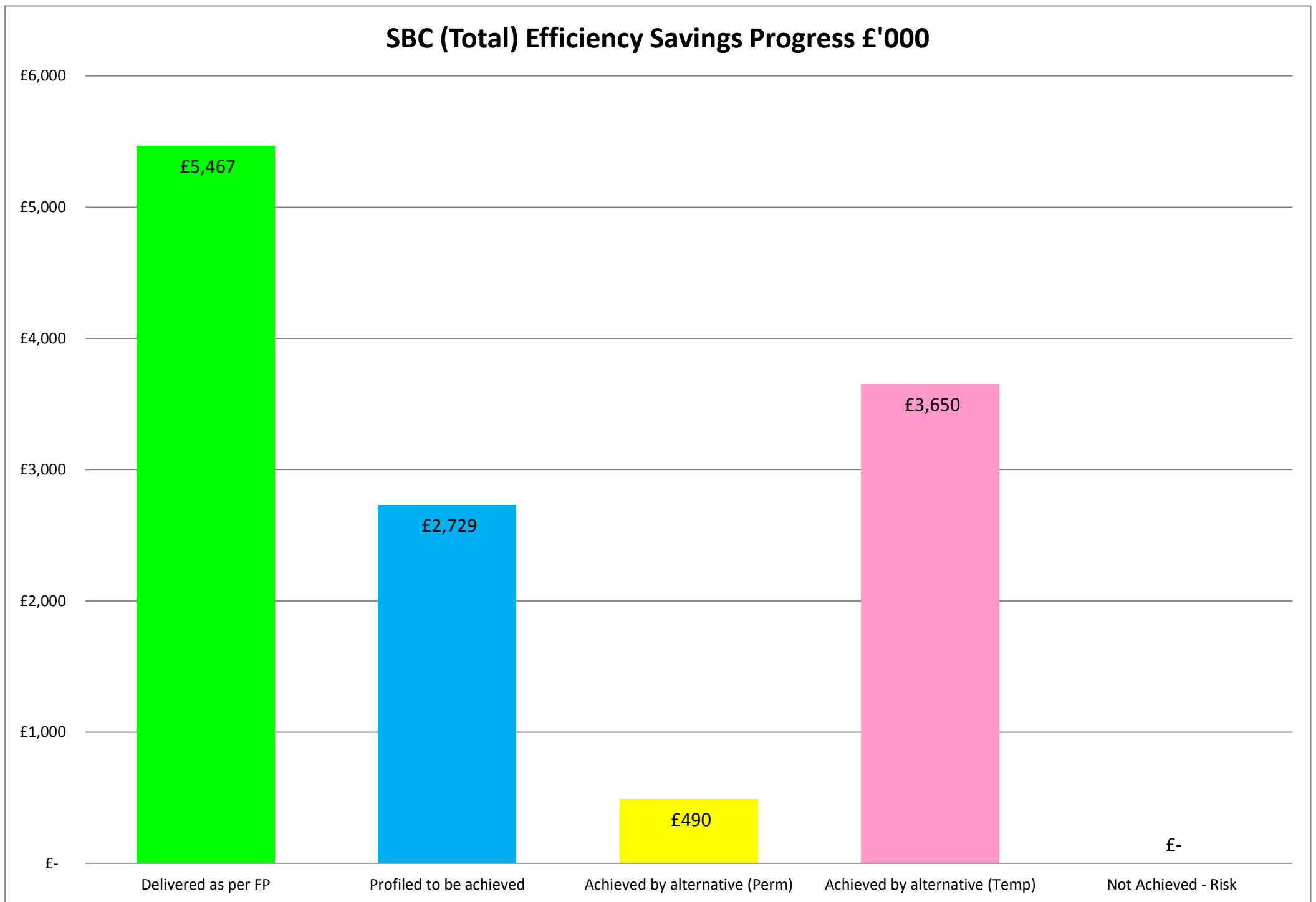
Because

To earmark available budget from 2017/18 to support 2018/19 Financial Plan.

FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

SBC Total

Status	Saving £'000	Saving %
Delivered as per FP	£ 5,467	44%
Profiled to be achieved	£ 2,729	22%
Achieved by alternative (Perm)	£ 490	4%
Achieved by alternative (Temp)	£ 3,650	30%
Not Achieved - Risk	£ -	0%
	12,336	100%



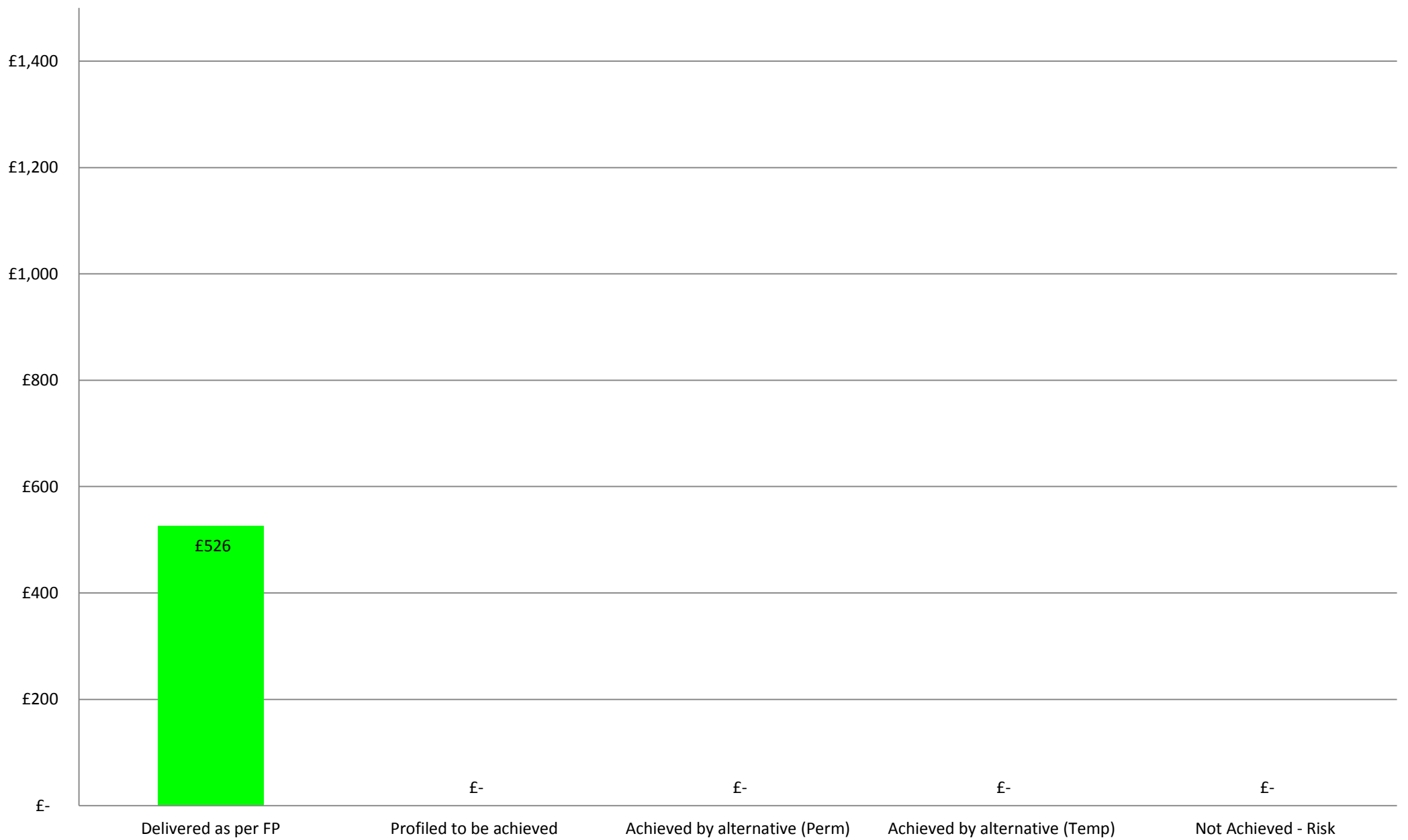
FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

CULTURE & SPORT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Reduce Management Fee to Sports Trusts	526	526				
		526	0	0	0	0

Culture & Sport Savings £000's

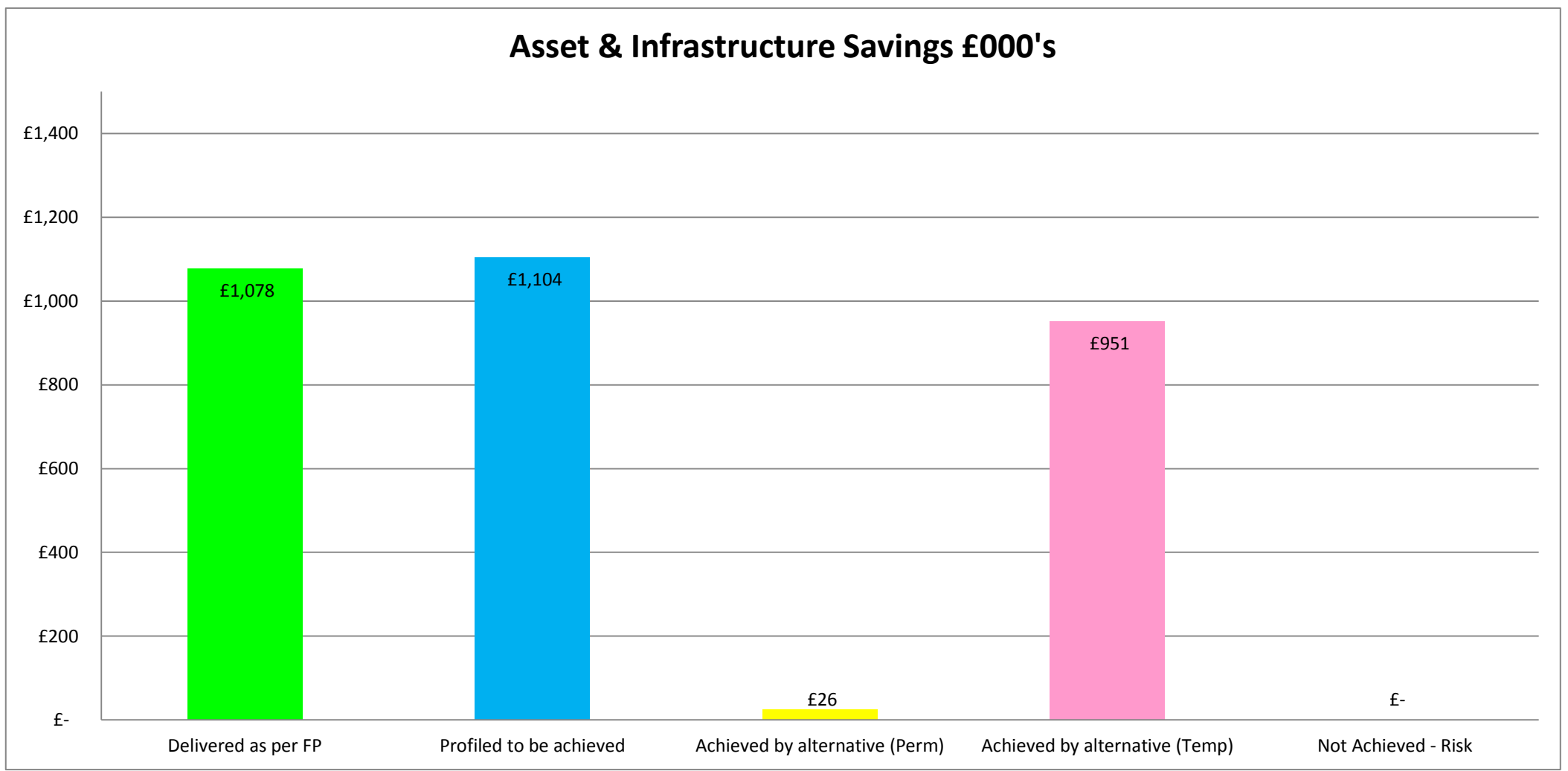


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

ASSETS & INFRASTRUCTURE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Roads review savings	491	47	444			
Estates Manpower Saving	24	24				
Cleaning Services Rationalisation (inc Janitor, crossings)	260		30		230	
More efficient property and asset portfolio	144			24	120	
Review of Street Lighting provision (SLEEP project)	245	151			94	
Increase in minimum rental charge (property & allotments)	20				20	
Increase the surplus budget of the Fleet Management service	39	39				
Waste Fees & Charges	45	45				
Develop an Integrated Waste Plan	311	77	210		24	
Neighbourhood Delivery Model (floral/grass/bins)	150		150			
New delivery model for Public Toilet provision	211	67			144	
Capitalise Roads Expenditure	500	500				
Fees & Charges	130	19			111	
Charge Estate Management time	25				25	
Property & Facilities	30		30			
Savings from rates appeals	2			2		
Manpower savings in Infrastructure & Asset Management	11	11				
Modernise Winter operations	100		100			
Neighbourhoods home to work mileage	20		20			
Review of Neighbourhood Services	103				103	
Janitorial Review	100		20		80	
Energy Efficiency Project	198	98	100			
	3,159	1,078	1,104	26	951	0

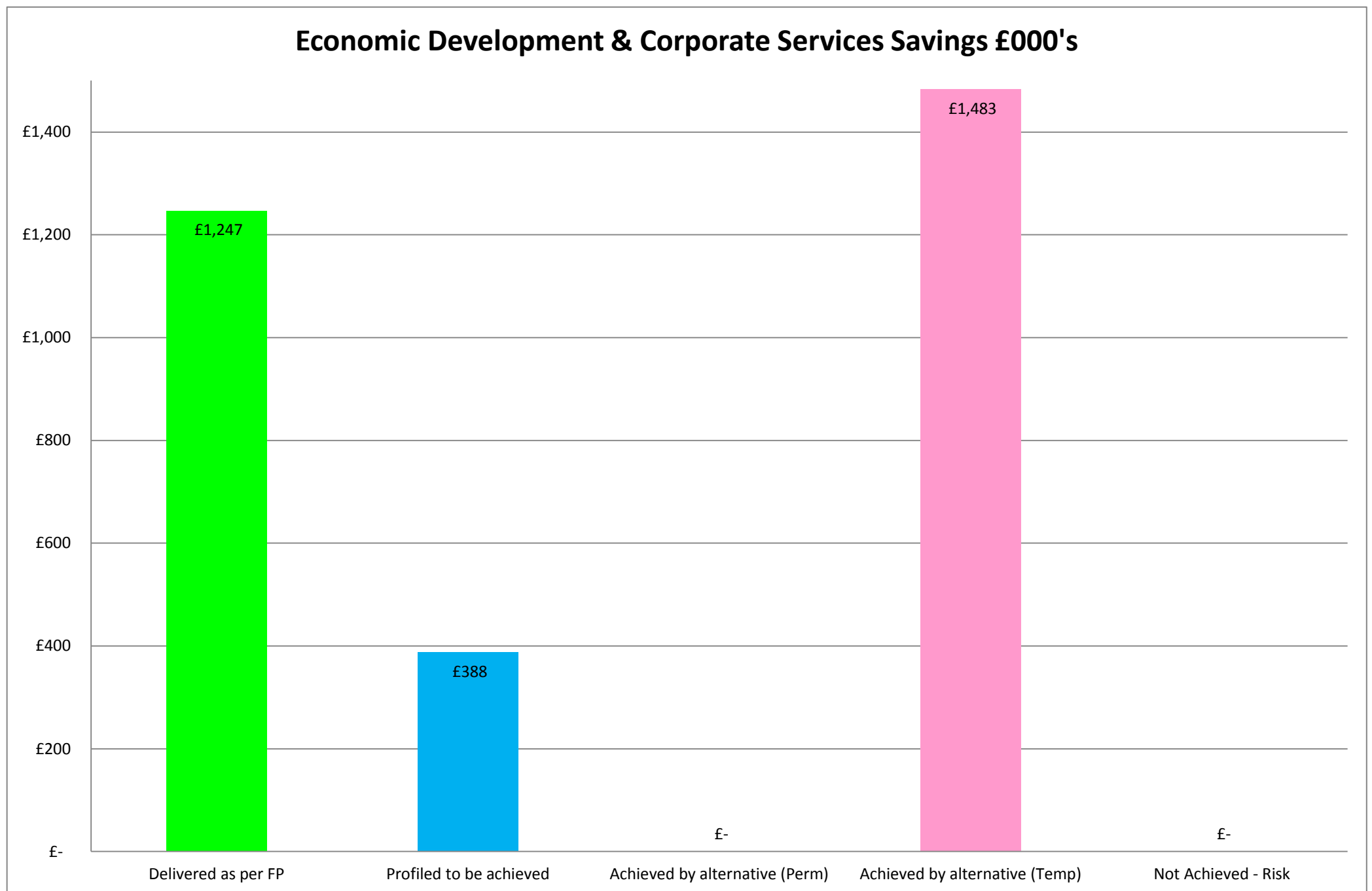


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

ECONOMIC DEVELOPMENT & CORPORATE SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Savings in Communications	7	7				
SBCConnect Advertising	50				50	
Reduction in external printing costs	25				25	
Reduction in printing contract through contract renewal	30		12		18	
Savings in Housing Strategy & Services	11		11			
Organisational Efficiencies	500	110			390	
Changes to working practices	500	500				
Digital Transformation	345	345				
Digital Transformation	1650	285	365		1000	
	3,118	1,247	388	0	1,483	0



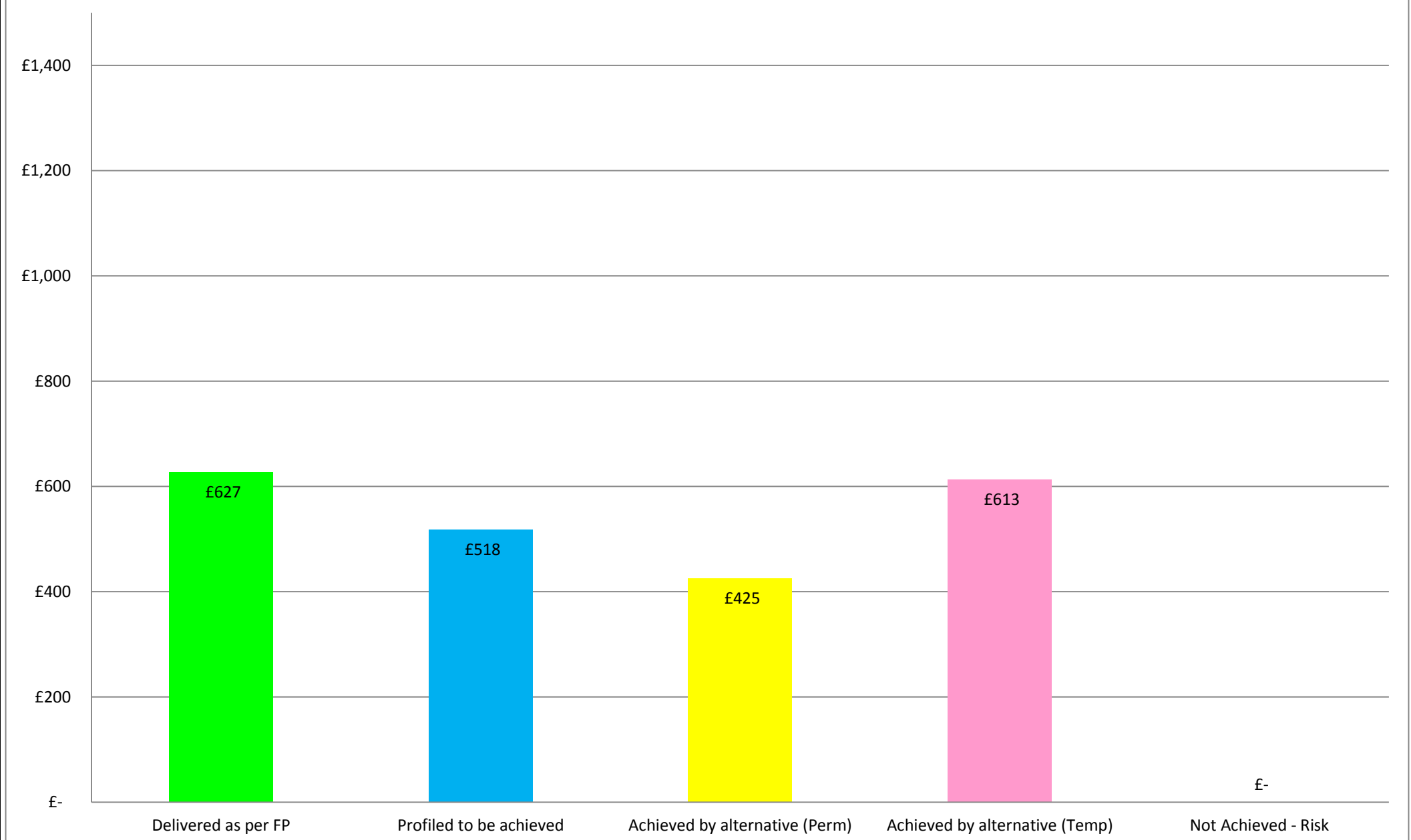
FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

HEALTH & SOCIAL CARE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Health & Social Care Integrated Structure Savings	50			50		
Efficiency review of contracts and commissioning arrangements	375			375		
Review of Older People service to reflect demand	237		237			
Improve services through technology - Adults	50		50			
Review of care packages - Adults	110		110			
Bordercare inflation	4		4			
Review Charges and thresholds - Adults	130	130				
Review Day Services for Older People	100	86	14			
Review of business management & specialist posts	53		53			
Strategy for Supporting Independence	200				200	
Implementation of SB Cares	874	411	50		413	
	2,183	627	518	425	613	0

Health & Social Care Savings £000's

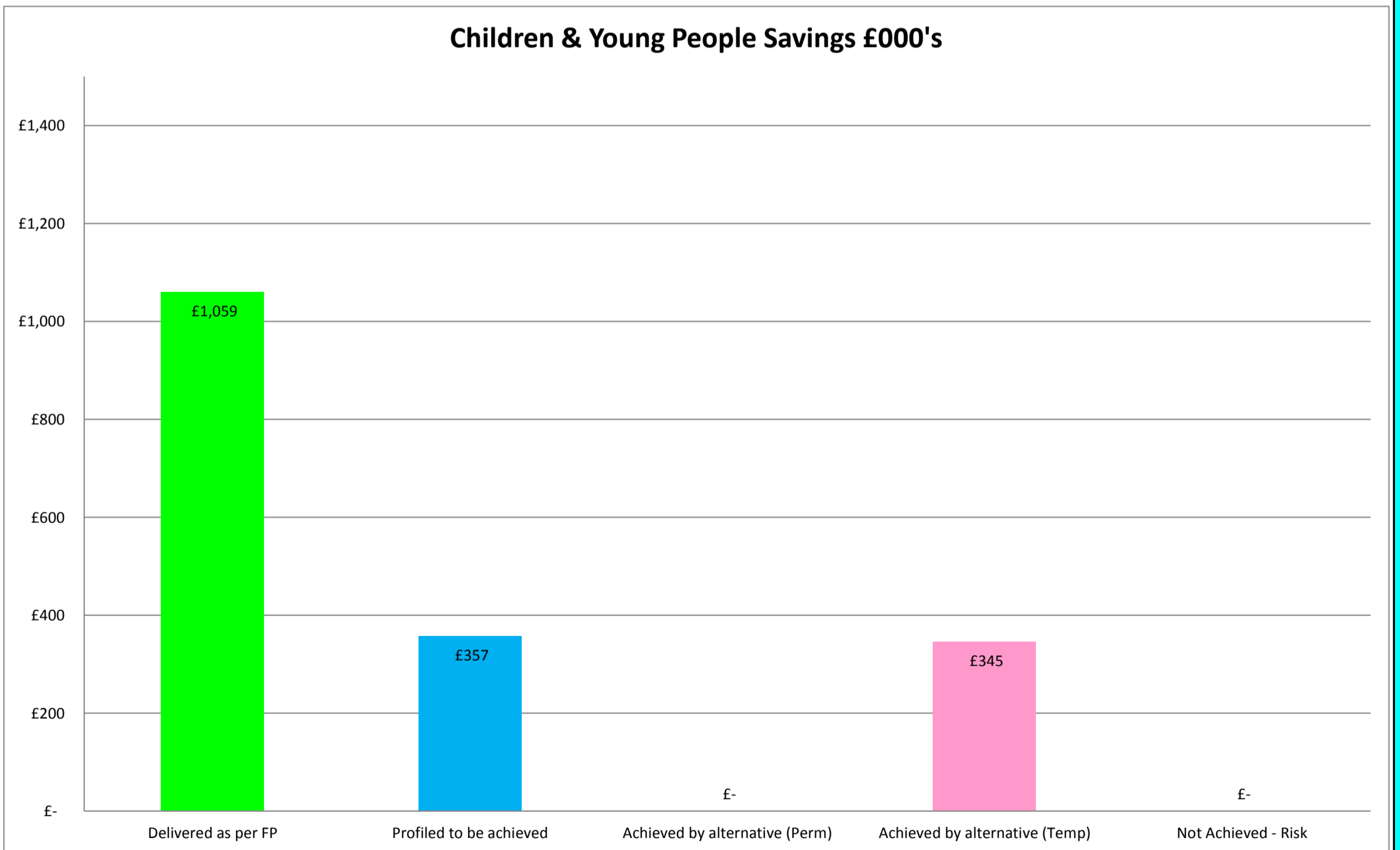


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

CHILDREN & YOUNG PEOPLE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Delivery of Inclusion for all	357	357				
School Library Review	125				125	
Cessation of salary conservation scheme	74	74				
Reduce Adult Learning Provision (Community Learning and Development)	50		50			
Review Early Years Service	100	100				
Harmonise sickness allowance to schools (Devolved School Mgmt Allocation)	100		100			
Review Outdoor Education Service	95				95	
Review Central Schools Budgets (Determined to Succeed)	50	50				
Review of Cleaning arrangements in schools	50	50				
Reduce commissioned services from Ch. & Young People's Planning Partnership	100	100				
Review commissioned services within Additional Support Needs	75	75				
Increased fees & charges	5	5				
Learning Delivery Framework review	100		100			
More efficient use of premises for evening lets (2014-15 Full Year Effect)	45				45	
Redesign of elements of the Children & Families Social Work service	70	70				
Focused education delivery	80				80	
Delivery of Inclusion for All	88	88				
Review of commissioned services within Children & Young People	90	90				
Review of PPP contract	107		107			
	1,761	1,059	357	0	345	0

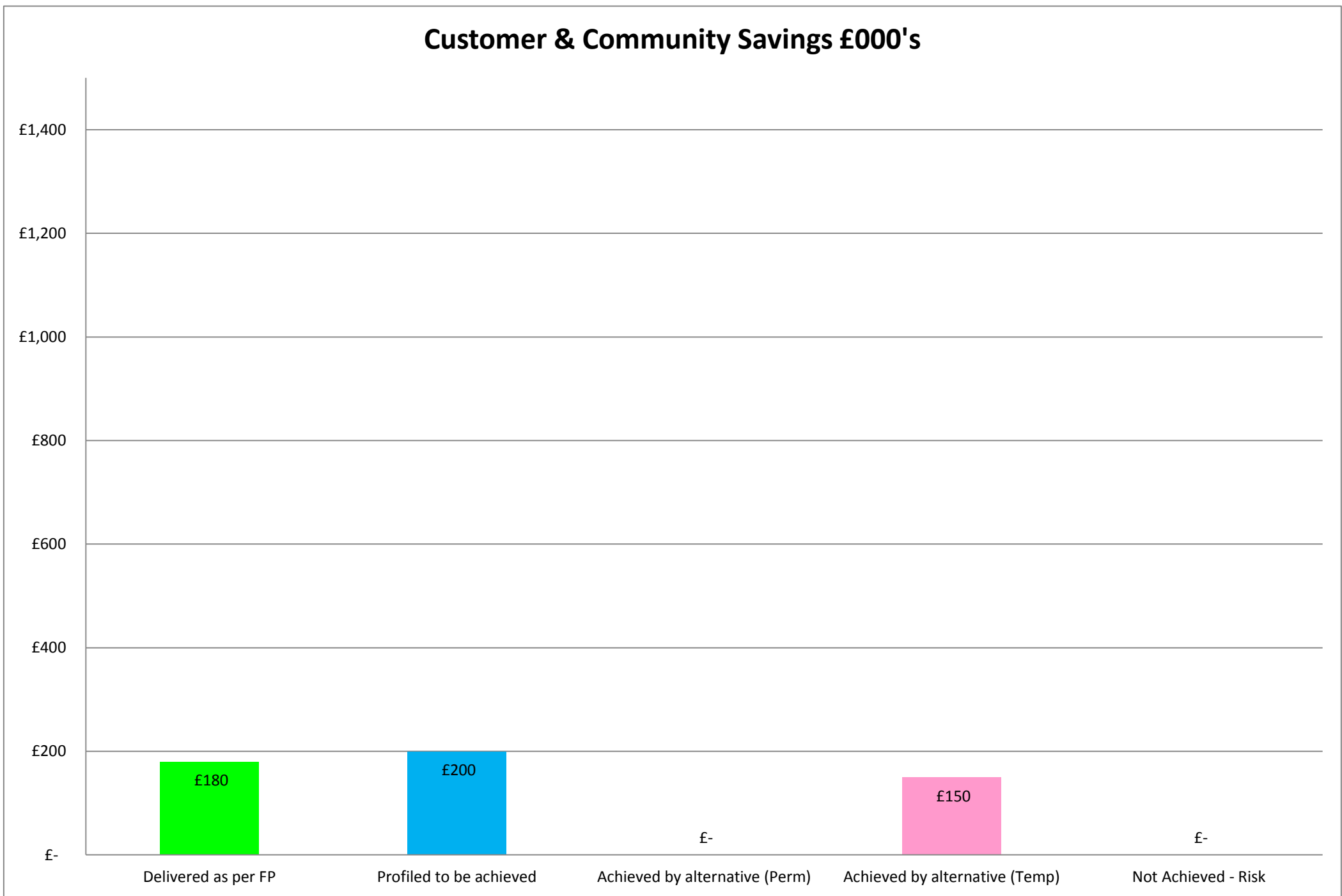


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

CUSTOMER & COMMUNITIES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Savings in Executive Support	6	6				
Integrated Customer Services Model	150		150			
Customer Services	60	60				
Review commissioning arrangements (Grants)	200		50		150	
2nd Homes Council Tax	114	114				
	530	180	200	0	150	0

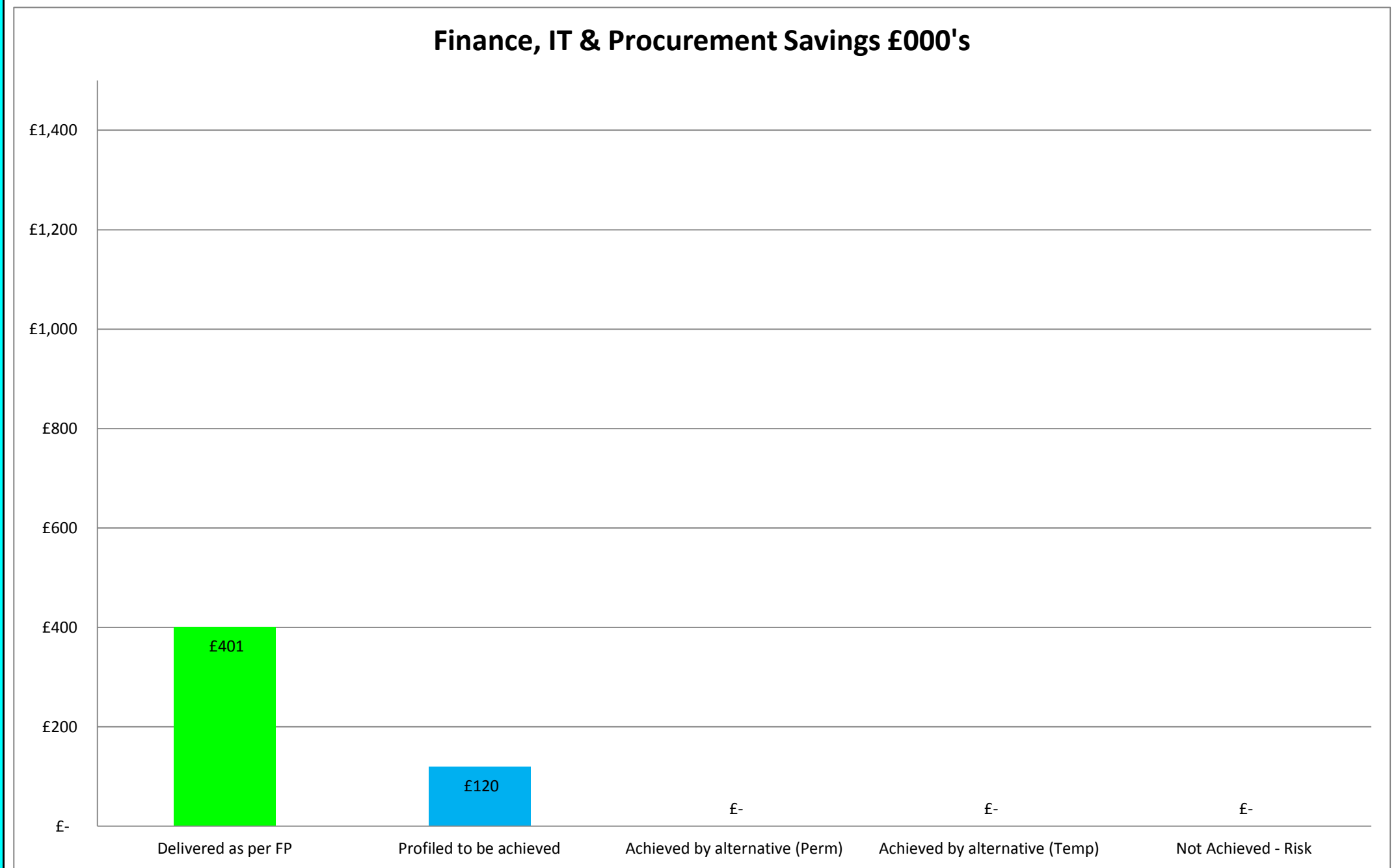


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

FINANCE, IT & PROCUREMENT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Insurance shared service with City of Edinburgh Council	30	30				
Savings from Insurance retendering	19	19				
Procurement savings across all departments	162	42	120			
Reduction in Loans Charges	300	300				
Interest on Revenue Balances	10	10				
	521	401	120	0	0	0



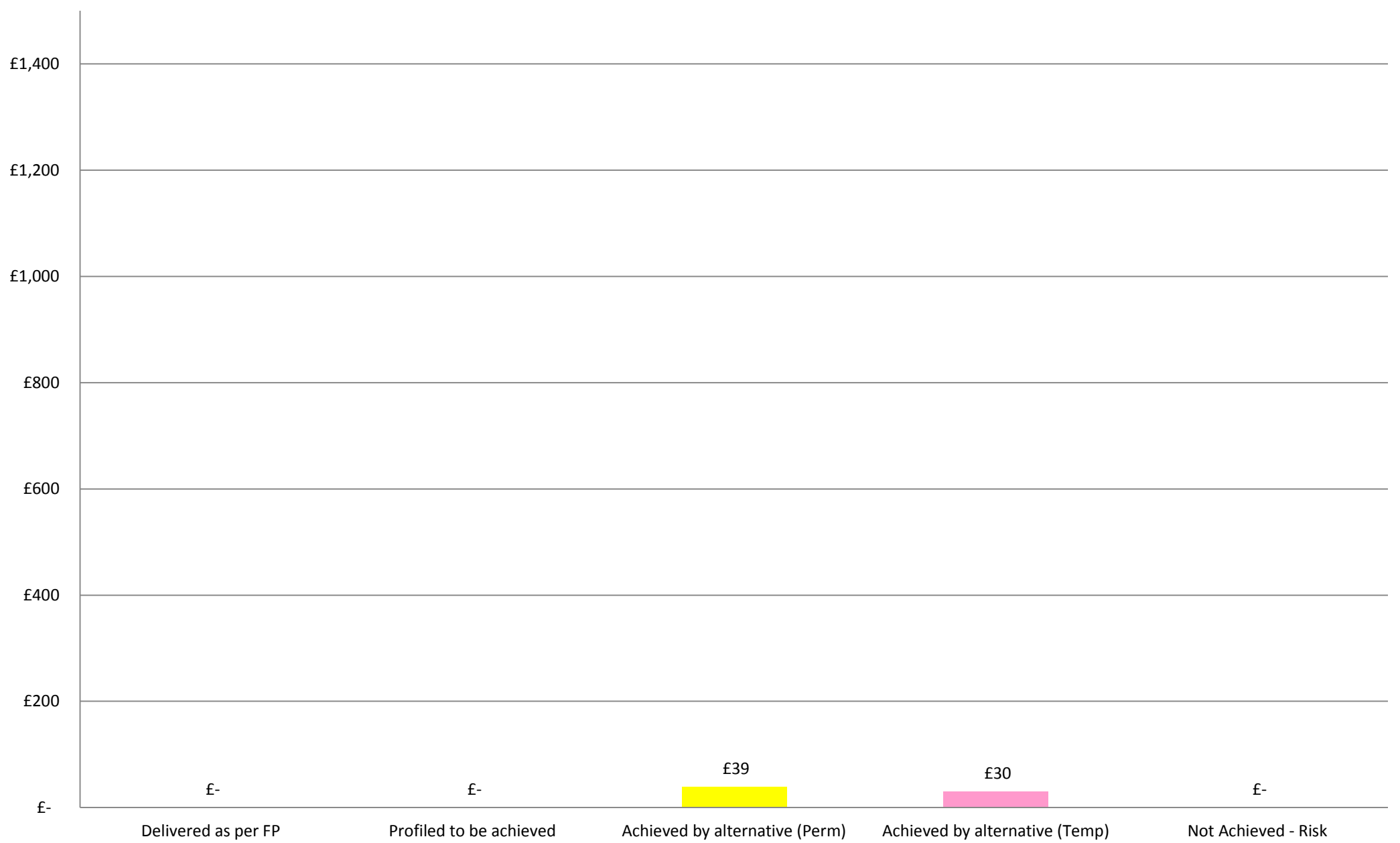
FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

HUMAN RESOURCES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Reduction within Occupational Health	30				30	
Reduction to training	30			30		
Employee Benefits	9			9		
	69	0	0	39	30	0

Human Resources Savings £000's

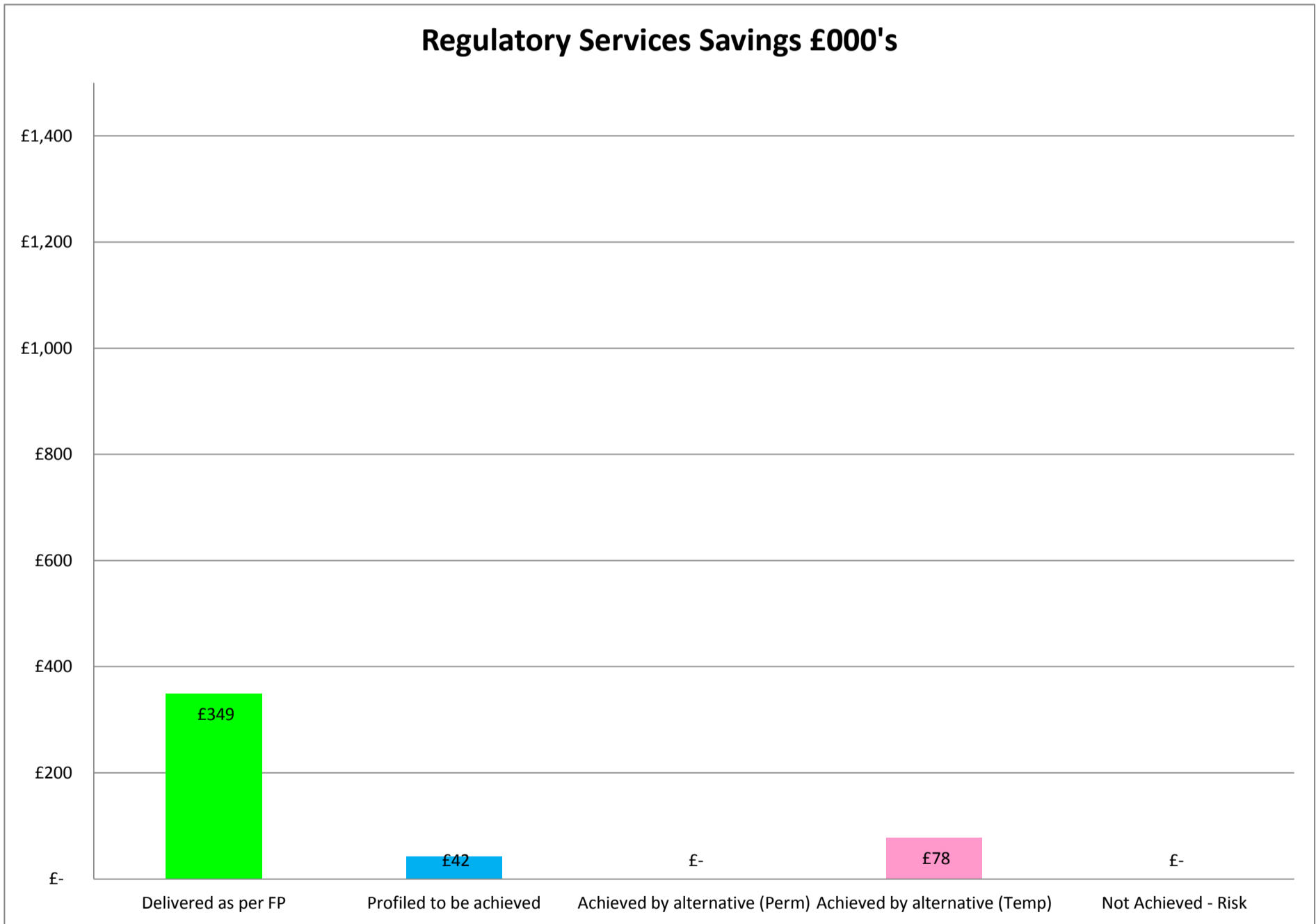


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

REGULATORY SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Regulated Bus Fares	58				58	
Planning Fee Income	135	135				
Register new properties	22		22			
Joint-Venture Assessors service with Dumfries & Galloway Council	10				10	
Charge for Pre-Planning advice	10				10	
Review of Statutory Services & Service Directorate	234	214	20			
	469	349	42	0	78	0



BALANCES AT 31 MARCH 2018

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

21 November 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 2017 and advises Members of the projected balances at 31 March 2018.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £5.842m at 31 March 2017. The first monitoring position reported to the Executive Committee in September 2017 reflected a balance of £5.638m in line with the approved Financial Strategy. The projected balance as at 31st March 2018 remains £5.638m.
- 1.3 The Council's allocated reserve balance was £6.049m at 31 March 2017. The projected balance in the allocated reserve at 31st March 2018 is £3.147m as a result of approved planned draw downs and further allocations during 2017/18. £1m has been transferred from Earmarked Balances to Allocated Balances to reflect budget being allocated to support the 2018/19 Financial Plan.
- 1.4 The total of all useable balances, excluding developer contributions, at 31 March 2018 is projected to be £18.910m, compared to £19.705m at 31 March 2017.
- 1.5 The projected balance on the Capital Fund of £4.501m 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 2018 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 projections of balances on these Funds are shown in the statements attached in Appendices 1, 2 and 3 and are based on actual expenditure and income to 30 September 2017. These balances represent the Council's useable reserves which are projected at 31 March 2018 as follows:

BALANCES	31/03/18 projection £m
Earmarked Balances (non DSM)	0.438
Earmarked Balances (DSM)	1.419
Allocated Balances	3.147
General Fund (Unallocated Reserve)	5.638
Corporate Property Repairs & Renewals Fund	0
Insurance Fund	1.157
Plant & Vehicles Renewals Fund	5.737
Capital Fund (exc. Developer Contributions)	1.374
	18.910

4 BALANCES AT 31 MARCH 2018

4.1 UNALLOCATED BALANCES

Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2018 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 projected to be **£5.638m** at 31 March 2018 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 9 February 2017 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 £10.870m and the projected useable General Fund balance, at £5.638m, is sufficient to cover 52% of risks identified at that time. £5.638m is the recommended level of General Fund Reserve identified in the Financial Strategy approved by Council on 9 February 2017. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.

4.4 ALLOCATED BALANCES

Allocated balances were £2.147m at the last reporting and since then have risen to £3.147m as a result of the allocation of £1m to support the 2018/19 Financial Plan. All movements during 2017/18 are set out below:

ALLOCATED BALANCES	31st March 2017 £m	Increase during 2017/18 £m	Released during 2017/18 £m	31st March 2018 £m
IT transformation	2.600	0	(2.600)	0
Support to Financial Plan	1.506	1.000	(1.506)	1.000
CFCRs not yet applied to capital	0.203	0	(0.068)	0.135
Municipal Mutual	0.242	0	0	0.242
Adverse Weather (including flood)	1.000	0	0	1.000
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0.198	0.272	0	0.470
Total	6.049	1.272	(4.174)	3.147

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

5 IMPLICATIONS

5.1 Financial

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

5.2 Risk and Mitigations

The major risks associated with this report are that the level of projected balances proves to be insufficient. Service budget pressures plus unexpected liabilities are the most likely sources of pressure on reserves. Current pressures being highlighted through the 2017/18 revenue monitoring process increase the likelihood of a draw down from reserves being required in 2017/18. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular revenue and capital budgetary control reports to the Executive Committee. In addition the Corporate Financial Risk Register is regularly reviewed by senior Finance staff.

5.3 Equalities

There are no adverse equality issues arising from the report.

5.4 Acting Sustainably

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

5.5 Carbon Management

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

5.6 Rural Proofing

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

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

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

Approved by

David Robertson

Chief Financial Officer

Signature

Author(s)

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

Background Papers:

Previous Minute Reference: 5 September 2017

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

This page is intentionally left blank

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2018

	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 2017	5,842	1,690	4,865	6,049	18,445
Projected Income (RSG, NDR, Council Tax)	261,199				261,199
Projected Net Revenue Expenditure	(269,003)				(269,003)
Earmarked Balances from previous year	6,117	(1,690)	(4,427)		0
Earmarked Balances to future years	(2,419)	1,419	1,000		0
Transfer Earmarked Balance to 2018/19 Financial Plan allocated reserve			(1,000)	1,000	0
Allocation of 2016/17 underspend to allocated reserve for ERVS	(128)			128	0
Allocation of statutory adjustment balance to ER/VS	(76)			76	0
Funding allocated Financial Plan Revenue	1,506			(1,506)	0
Funding allocated for IT Transformation	2,600			(2,600)	0
Transfer allocated reserve from CFCR to ER/VS				(68)	(68)
Transfer allocated reserve from CFCR to ER/VS				68	68
Projected Balance at 31 March 2018	5,638	1,419	438	3,147	10,642

Allocated Reserves

	Allocated 2015/16 £'000	Balance £'000	Allocated 2016/17 £'000	Balance £'000	Allocated 2017/18 £'000	Balance £'000
2013/14 :						
Winter Maintenance	650	0	650	0	650	650
Childcare Placements	650	380	270	270	0	0
Financial Plan	450	128	322	322	0	0
Ring fenced Revenue for Capital	345	345	0	0	0	0
Ctt'd returned Police & Fire Reserves	122	91	31	31	0	0
Municipal Mutual	400	32	368	126	242	242
	2,617	976	1,641	749	892	892
2014/15 :						
CFCR's not yet applied to capital	262	34	228	25	203	135
SB Cares PVG checks / residential care home uplift SB Cares	100	48	52	52	0	0
Contribution to Energy Efficiency & Change Fund	300	0	300	0	300	300
Provision for Roads Maintenance	100	100	0	0	0	0
	762	182	580	77	503	435
	3,379	1,158	2,221	826	1,395	1,327
2015/16 :						
Income from Heritable to allocated reserve for ERVS		-201	201	201	0	0
Write back review of bad debt provision to allocated reserve for ERVS		-338	338	140	198	198 ERVS
Write back review of bad debt provision to allocated reserve for IT Transformation		-600	600		600	0
Drawdown of balances for Council's contribution towards Bellwin Scheme claim		0	0		0	0
	0	-1,139	1,139	341	798	198
2016/17 :						
Allocation of 2015/16 underspend to IT transfrmation				-1284	1284	1284
IT Transformation in 2017/18				-716	716	716
Financial Plan allocated reserve				-1506	1506	1506
Adverse weather				-200	200	200
Adverse weather (Flood EMB)				-150	150	150
	0	0	0	-3,856	3,856	3,506
						350
2017/18 :						
Allocation of 2016/17 underspend to allocated reserve for ERVS					-128	128 ERVS
Allocation of statutory adjustment balance to ERVS					-76	76 ERVS
Transfer allocated reserve from CFCR to ER/VS					-68	68 ERVS
2018/19 Financial Plan					-2000	2000
	0	0	0	0	-2,272	2,272
	3,379	19	3,360	-2,689	6,049	4,147

SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2018
(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 2017	-	4,922	1,125	6,047
Projected Income	2,222	2,081	1,555	5,858
	<u>2,222</u>	<u>7,003</u>	<u>2,680</u>	<u>11,905</u>
Projected Expenditure	2,222	1,266	1,523	5,011
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2018	-	5,737	1,157	6,894

This page is intentionally left blank

SUMMARY OF CAPITAL FUND

	Balance as at 31/03/17 £'000	Balance as at 31/03/18 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	-	-
Technical Services	322	58
Education & Lifelong Learning	3,095	2,078
Planning & Economic Development	-	-
Social Work - Affordable Housing	650	490
Accrued Interest	502	502
Sub Total Developer Contributions	<u>4,569</u>	<u>3,127</u>
Capital Receipts	1,599	1,374
Total	<u><u>6,167</u></u>	<u><u>4,501</u></u>

This page is intentionally left blank

MONITORING OF THE CAPITAL FINANCIAL PLAN 2017/18

Report by Chief Financial Officer

EXECUTIVE

21 November 2017

1 PURPOSE AND SUMMARY

1.1 This report updates the Executive Committee on the progress of the 2017/18 Capital Financial Plan, seeks approval for projected outturns and associated virements, and the reallocation of funds.

1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 September 2017. Key issues identified in these tables are summarised within the main report. The tables identify a projected net variance of £0.609m against the approved budget.

The net in-year budget decrease of £0.609m is primarily due to a gross down in the projection for Plant and Vehicle replacement, fully funded from the P&V Fund. The net budget timing movements to future years amount to £1.138m, the most significant of which are £0.5m for Energy Efficiency Works and £0.350m for School Estate Block.

1.3 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 2017/18 Capital Plan.

1.4 Appendix 3 contains a summarised list of timing and budget movements within the 2017/18 Capital Plan.

1.5 Appendix 4 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

1.6 It is likely that as the year progresses additional timing movements will be identified. Specific reports on key major projects will be presented to Committee over the coming weeks with a comprehensive update on estimated timing movements presented as part of the final 2017/18 monitoring report in February 2018.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Agrees the projected outturns in Appendix 1 as the revised capital budget;**
- (b) Notes any 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;**
- (d) Approves the virements as detailed in Appendix 3; 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 2017/18 to 2026/27 on 9 February 2017, 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
Latest Approved Capital Plan 2017/18 at Executive, 5 September 2017		56,564
Council 27 June 2017 – Jedburgh Learning Campus	781	
Delegated powers – Selkirk Streetscape	28	
In Year Budget Movements		809
Latest Approved Capital Plan 2017/18 at 31 October 2017		57,373

- 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 2017/18 position, there are three columns each for 2018/19 and 2019/20 and then three columns for the 7 year strategic plan 2020/21 to 2026/27. Below the tables, a narrative is provided where appropriate.
- 3.3 As highlighted in the previous monitoring report, some areas of system functionality in Business World have not yet been fully developed. For this reason the existing methodology of agreeing financial projections with managers has continued in compiling these statements.
- 3.4 This report is the second monitoring report in the planned reporting schedule for 2017/18.

4 MONITORING THE PLAN

- 4.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 September 2017 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 30 September 2017 has been adjusted for any credit balances for accrued expenses from 2016/17 which have not yet been invoiced.
- 4.3 Appendix 2 contains a summary for each block allocation within the 2017/18 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.4 Appendix 3 contains a summary of variances analysed between budget virements and timing movements proposed for 2017/18 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 2017/18 has been reduced by £0.734m to reflect the current projection for items anticipated to be delivered this financial year. The projected purchases are being fully funded from the Plant & Vehicle Replacement Fund.

5.3 **Other Fleet**

Gross up of budget to reflect a grant for Electric Vehicle Charging Points to £0.1m which is fully funded by Scottish Government.

5.4 **Energy Efficiency Works**

A timing movement is required for £0.5m to 2018/19 to reflect the anticipated delivery timescale of Non-Domestic Energy Efficiency (NDEE) works. The tendering process is due to be undertaken and awarded this financial year.

5.5 **Health and Safety Works**

A virement of £0.150m is required from the School Estate Block in order for works to be undertaken on school toilet refurbishments and school security improvements in various locations.

5.6 **A72 Dirtpot Corner - Road Safety Works**

A timing movement is required for £0.150m to 2018/19 as the level of design team input will be less this financial year than originally anticipated due to the extent of work undertaken in the previous financial year. The overall project delivery profile is unchanged.

5.7 **Duns Primary School & Locality Support Centre**

A virement of £0.1m from the School Estate Block is required in order to provide enhancements to the Special Educational Needs provision at the school not included in the original specification.

5.8 **Langlee Primary School**

A virement of £0.1m from the Early Learning and Childcare and School Estate Block is required in order to provide enhancements at the school not included in the original specification.

5.9 School Estate Block

A number of virements totalling £0.230m are required to the 3 new primary schools in order to provide enhancements not included in the original specifications. A virement of £0.150m is required to Health and Safety Works to carry out a number of minor capital projects in schools.

A timing movement is required for £0.350m to reflect the latest profile for works to enhance the accommodation for ASN provision at Galashiels Academy.

5.10 Planned Programme Adjustments

All timing movements due to be funded from Council borrowing are being offset against this budget. For this monitoring report the budget is being reduced by £1.102m to £2.891m.

5.11 Emergency & Unplanned Schemes

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

	£000s
Budget as Approved at Executive 5 September 2017	285
Executive - 5 September 2017 – Wilton Lodge Park	(285)
Projected Balance	<hr/> 0

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 September 2017, actual expenditure totalled £12.942m which represents 22% 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
Suzanne Douglas	Financial Services Manager, 01835 825881
Doreen Pringle	Senior Financial Analyst, 01835 824000 Ext 5961

Background Papers: None

Previous Minute Reference: None

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

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

Scottish Borders Council
Capital Financial Plan

SUMMARY

	2017/18				2018/19			2019/20			2020/21 - 2026/27		
	Actual to 30/09/17	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Plant & Vehicle Fund	433	1,266	2,000	-734	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	87	100	0	100	1,100	0	1,100	300	0	300	600	0	600
Flood & Coastal Protection	431	2,384	2,384	0	2,459	0	2,459	12,498	0	12,498	27,656	0	27,656
Land and Property Infrastructure	1,146	5,745	6,070	-325	2,981	500	3,481	3,092	0	3,092	20,292	0	20,292
Road & Transport Infrastructure	3,176	12,515	12,665	-150	9,639	150	9,789	8,392	0	8,392	70,437	0	70,437
Waste Management	75	5,937	5,937	0	605	0	605	425	0	425	401	0	401
Total Assets & Infrastructure	5,348	27,947	29,056	-1,109	18,784	650	19,434	26,707	0	26,707	133,386	0	133,386
Corporate	8	4,099	4,099	0	553	0	553	529	0	529	3,962	0	3,962
Total Other Corporate Services	8	4,099	4,099	0	553	0	553	529	0	529	3,962	0	3,962
School Estate	6,503	16,832	17,332	-500	7,127	350	7,477	5,810	0	5,810	28,241	0	28,241
Total Children & Young People	6,503	16,832	17,332	-500	7,127	350	7,477	5,810	0	5,810	28,241	0	28,241
Sports Infrastructure	80	594	654	-60	290	60	350	654	0	654	5,555	0	5,555
Culture & Heritage	48	1,484	1,526	-42	536	42	578	760	0	760	1,897	0	1,897
Total Culture & Sport	128	2,078	2,180	-102	826	102	928	1,414	0	1,414	7,452	0	7,452
Economic Regeneration	873	7,917	7,917	0	6,014	0	6,014	3,557	0	3,557	1,094	0	1,094
Housing Strategy & Services	61	423	423	0	375	0	375	375	0	375	2,925	0	2,925
Total Economic Development & Corporate Services	934	8,340	8,340	0	6,389	0	6,389	3,932	0	3,932	4,019	0	4,019
Emergency & Unplanned Schemes	0	0	0	0	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes	0	0	0	0	300	0	300	300	0	300	2,100	0	2,100
Social Care Infrastructure	22	359	359	0	201	0	201	253	0	253	899	0	899
Total Health & Social Care	22	359	359	0	201	0	201	253	0	253	899	0	899
Planned Programming Adjustments	0	-2,891	-3,993	1,102	2,100	-1,102	998	1,893	0	1,893	0	0	0
Total Planned Programming Adjustments	0	-2,891	-3,993	1,102	2,100	-1,102	998	1,893	0	1,893	0	0	0
Total Scottish Borders Council	12,942	56,765	57,374	-609	36,280	0	36,280	40,838	0	40,838	180,059	0	180,059

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Plant & Vehicle Fund														
Plant & Vehicle Replacement - P&V Fund	A	433	1,266	2,000	-734	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		433	1,266	2,000	-734	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non-Plant & Vehicle Fund														
Other Fleet	A	87	100	0	100	0	0	0	0	0	0	0	0	0
Waste Collection Vehicles - Non P&V Fund	G	0	0	0	0	1,100	0	1,100	300	0	300	600	0	600
		87	100	0	100	1,100	0	1,100	300	0	300	600	0	600
Flood & Coastal Protection														
Flood Studies	G	156	515	515	0	350	0	350	350	0	350	2,450	0	2,450
General Flood Protection Block	A	147	396	396	0	164	0	164	200	0	200	1,400	0	1,400
Hawick Flood Protection	A	58	884	884	0	1,945	0	1,945	11,948	0	11,948	23,806	0	23,806
Selkirk Flood Protection	G	70	589	589	0	0	0	0	0	0	0	0	0	0
		431	2,384	2,384	0	2,459	0	2,459	12,498	0	12,498	27,656	0	27,656
Land and Property Infrastructure														
Asset Rationalisation	A	2	1,265	1,265	0	200	0	200	200	0	200	0	0	0
Bannerfield Play Area	G	0	3	3	0	0	0	0	0	0	0	0	0	0
Building Upgrades	A	321	743	743	0	630	0	630	730	0	730	5,310	0	5,310
Galashiels Master Plan	G	0	63	63	0	0	0	0	0	0	0	0	0	0
Cleaning Equipment Replacement Block	G	0	50	50	0	50	0	50	50	0	50	350	0	350
Combined Depot Enhancements	A	22	306	306	0	0	0	0	0	0	0	0	0	0
Commercial Property Upgrades	G	0	30	30	0	50	0	50	50	0	50	350	0	350
Contaminated Land Block	A	0	135	135	0	38	0	38	52	0	52	364	0	364
Public Conveniences	G	155	200	200	0	0	0	0	0	0	0	0	0	0
Drainage - Parks and Open Spaces Block	G	37	80	80	0	50	0	50	50	0	50	350	0	350
Energy Efficiency Works	A	116	1,252	1,752	-500	1,045	500	1,545	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	A	149	812	662	150	635	0	635	835	0	835	5,845	0	5,845
Parks & Open Spaces - Upgrades	A	0	191	181	10	230	0	230	30	0	30	0	0	0
Play Facilities	A	20	40	25	15	53	0	53	50	0	50	408	0	408
Wilton Lodge Park	A	324	576	576	0	0	0	0	0	0	0	0	0	0
		1,146	5,745	6,070	-325	2,981	500	3,481	3,092	0	3,092	20,292	0	20,292

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	A	0	94	244	-150	1,916	150	2,066	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	G	4	50	50	0	50	0	50	50	0	50	350	0	350
Cycling Walking & Safer Streets	G	111	328	328	0	198	0	198	207	0	207	1,601	0	1,601
Engineering Minor Works	G	0	234	234	0	0	0	0	0	0	0	0	0	0
Galashiels Developments	A	60	616	616	0	105	0	105	200	0	200	0	0	0
Innerleithen to Walkerburn - Shared Access Route	G	30	97	97	0	265	0	265	0	0	0	0	0	0
Lighting Asset Management Plan	G	62	216	216	0	250	0	250	300	0	300	1,400	0	1,400
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	0	18,330	0	18,330
Reston Station Contribution	G	0	270	270	0	1,045	0	1,045	1,025	0	1,025	0	0	0
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	G	2,605	7,424	7,424	0	5,360	0	5,360	6,420	0	6,420	48,496	0	48,496
Selkirk Town Centre (Streetscape works)	G	2	510	510	0	0	0	0	0	0	0	0	0	0
Street Lighting Energy Efficiency Project	A	262	2,616	2,616	0	0	0	0	0	0	0	0	0	0
Union Chain Bridge	R	40	60	60	0	450	0	450	190	0	190	260	0	260
		3,176	12,515	12,665	-150	9,639	150	9,789	8,392	0	8,392	70,437	0	70,437
Waste Management														
CRC - Bulky Waste Adjustments	G	0	267	267	0	0	0	0	0	0	0	0	0	0
CRC - Improved Skip Infrastructure	G	0	32	32	0	146	0	146	0	0	0	0	0	0
Easter Langlee Cell 3 Leachate Pumping System	G	0	19	19	0	0	0	0	0	0	0	0	0	0
Easter Langlee Cell Provision	G	3	203	203	0	379	0	379	0	0	0	0	0	0
Easter Langlee Leachate Management Facility	G	0	80	80	0	23	0	23	377	0	377	42	0	42
New Easter Langlee Waste Transfer Station	A	43	5,240	5,240	0	9	0	9	0	0	0	0	0	0
Waste Transfer Stations- Health & Safety Works	G	0	50	50	0	0	0	0	0	0	0	0	0	0
Waste Containers	G	29	46	46	0	48	0	48	48	0	48	359	0	359
		75	5,937	5,937	0	605	0	605	425	0	425	401	0	401
Total Assets & Infrastructure		5,348	27,947	29,056	-1,109	18,784	650	19,434	26,707	0	26,707	133,386	0	133,386

Plant & Vehicle Fund	
Plant & Vehicle Replacement - P&V Fund	Projection reduced to reflect current projected purchases, fully funded by the Plant & Vehicle Fund.
Waste Collection Vehicles - Non P&V Fund	
Other Fleet	Gross up of budget for Electric Vehicle Charging Points to £100k which is fully funded by Scottish Government.
Flood & Coastal Protection	
General Flood Protection Block Hawick Flood Protection	Reallocation of block required as detailed in Appendix 2. Statutory approvals process ongoing. There is a risk of impact on the overall project programme if the process becomes elongated. Advance works utility diversion discussions and initial designs commencing.
Land and Property Infrastructure	
Asset Rationalisation Combined Depot Enhancements Contaminated Land Block Energy Efficiency Works Health and Safety Works Parks & Open Spaces - Upgrades Play Facilities Wilton Lodge Park	Reallocation of block required as detailed in Appendix 2. There is a risk that this block will require a timing movement to 2018/19. Works to be undertaken at depots is on hold pending the outcome of decision made from the depot rationalisation project. There is a risk of timing movement due to slow progress on Ayton Mill, but not yet confirmed. Timing movement requested to 2018/19 to reflect progress on NDEE project, likely to not be ready for works to commence until the next financial year. Virement of £150k from School Estate Block to fund a number of school toilet refurbishments (£100k) and school security works (£50k). Gross up of budget to reflect Tesco grant award for Galashiels Public Park. Gross up of budget to reflect allocation of Developer Contribution for project at Eyemouth Play Park. Budget situation continues to be closely monitored by officers.
Road & Transport Infrastructure	
A72 Dirtpot Corner - Road Safety Works Galashiels Developments Street Lighting Energy Efficiency Project Union Chain Bridge	Timing movement to 2018/19 required due to design works undertaken in 2016/17 resulting in less input from design team in 2017/18. Programme delivery on target for 2018/19. Transport Interchange - issues regarding construction management and snagging items not yet resolved. Some land and compensation items not yet finalised. There is a risk that these items will require a budget allocation this financial year if the amounts accrued are not sufficient. GIRR5 - Project on hold awaiting outcome of Tapestry project external funding application and finalisation of Galashiels Master Plan. The project is progressing well and a full report will be brought to executive in the near future giving a programme and financial update. Early indications are showing significant savings. There is a risk that the agreed contribution to the jointly funded project may not be adequate to enable delivery. Officers are working with Northumberland County Council to mitigate.
Waste Management	
New Easter Langlee Waste Transfer Station	Reprofiling of the capital plan will be required to 2018/19 and 2019/20. Delays with the planning consents significantly impacting the programme. A report will be brought to Executive on the outcome of planning application.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate														
ICT - Outwith CGI Scope	G	0	93	93	0	80	0	80	80	0	80	560	0	560
ICT Transformation	G	0	3,750	3,750	0	473	0	473	449	0	449	3,402	0	3,402
ICT Projects Funded from Revenue	G	0	10	10	0	0	0	0	0	0	0	0	0	0
IT Projects - pre CGI Contract	G	8	246	246	0	0	0	0	0	0	0	0	0	0
		8	4,099	4,099	0	553	0	553	529	0	529	3,962	0	3,962
Total Other Corporate Services		8	4,099	4,099	0	553	0	553	529	0	529	3,962	0	3,962

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 30/09/17	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
School Estate														
Broomlands Primary School	A	2,873	6,296	6,246	50	377	0	377	0	0	0	0	0	0
Complex Needs - Central Education Base	G	155	26	26	0	0	0	0	0	0	0	0	0	0
Duns Primary School & Locality Support Centre	A	444	661	561	100	0	0	0	0	0	0	0	0	0
Earlston MUGA	G	0	37	37	0	0	0	0	0	0	0	0	0	0
Early Learning and Childcare	A	59	2,518	2,538	-20	0	0	0	0	0	0	0	0	0
Kelso High School	A	81	200	200	0	0	0	0	0	0	0	0	0	0
Langlee Primary School	A	2,252	3,201	3,101	100	2	0	2	0	0	0	0	0	0
Jedburgh Learning Campus	G	0	1,348	1,348	0	3,168	0	3,168	519	0	519	0	0	0
School Estate Block	A	541	2,545	3,275	-730	3,580	350	3,930	4,551	0	4,551	14,090	0	14,090
School Estate Review	G	98	0	0	0	0	0	0	740	0	740	14,151	0	14,151
		6,503	16,832	17,332	-500	7,127	350	7,477	5,810	0	5,810	28,241	0	28,241
Total Children & Young People		6,503	16,832	17,332	-500	7,127	350	7,477	5,810	0	5,810	28,241	0	28,241

School Estate	
Broomlands Primary School	Virement from School Estate Block to cover additionality as required by client. There are emerging pressures around the installation and configuration of the ICT requirements.
Duns Primary School & Locality Support Centre	Virement from School Estate Block to cover additionality as required by client. There are emerging pressures around the installation and configuration of the ICT requirements.
Early Learning and Childcare	Allocation within block to ongoing and new projects as detailed in Appendix 2. A report is due to be presented to the Executive in November on the Early Learning and Childcare programme.
Kelso High School	There are emerging pressures around the installation of the ICT requirements.
Langlee Primary School	Virement from Early Learning and Childcare (£20k) and School Estate Block (£80k) to cover additionality as required by client. There are emerging pressures around the installation and configuration of the ICT requirements.
School Estate Block	Allocations within block to ongoing projects and virement to Health and Safety Works (Assets and Infrastructure) as detailed in Appendix 2 and a timing movement of £350k to 2018/19 for project at Galashiels Academy.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	A	27	336	396	-60	290	60	350	290	0	290	2,030	0	2,030
Hawick 3G Synthetic Pitch	G	47	97	97	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	6	161	161	0	0	0	0	364	0	364	3,525	0	3,525
		80	594	654	-60	290	60	350	654	0	654	5,555	0	5,555
Culture & Heritage														
Jim Clark Museum	A	12	973	973	0	386	0	386	0	0	0	0	0	0
Public Hall Upgrades	A	0	108	90	18	90	-18	72	0	0	0	307	0	307
Sir Walter Scott Court House - Phase 1	G	25	292	292	0	0	0	0	0	0	0	0	0	0
Sir Walter Scott Court House - Phase 2	G	11	111	111	0	60	0	60	760	0	760	1,590	0	1,590
Trimontium, Melrose	A	0	0	60	-60	0	60	60	0	0	0	0	0	0
		48	1,484	1,526	-42	536	-18	578	760	0	760	1,897	0	1,897
Total Culture & Sport		128	2,078	2,180	-102	826	102	928	1,414	0	1,414	7,452	0	7,452

Sports Infrastructure		
Culture & Sports Trusts - Plant & Services		Timing movement to 2018/19 sought for the delivery of the Jedburgh Leisure Centre refurbishment due to external factors and key grant application date changes. Reallocation within block required as detailed in Appendix 2.
Culture & Heritage		
Jim Clark Museum		The HLF stage 2 submission has been successful and an updated report will be brought to Executive in due course which will include a reprofiling of the capital programme.
Public Hall Upgrades		A timing movement from 2018/19 is required to allow the toilet upgrade in the Volunteer Hall. Reallocation of block also required as detailed in Appendix 2.
Trimontium, Melrose		Timing movement to 2018/19 in line with project programme and next stage submission to HLF.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 30/09/17	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Economic Regeneration														
Great Tapestry of Scotland - Building	G	519	1,013	1,013	0	2,612	0	2,612	2,924	0	2,924	30	0	30
Borders Town Centre Regeneration Block	G	0	100	100	0	100	0	100	100	0	100	700	0	700
Central Borders Business Park	G	159	3,129	3,129	0	3,000	0	3,000	0	0	0	0	0	0
Newtown St Boswells Regeneration	G	0	0	0	0	16	0	16	20	0	20	364	0	364
Eyemouth Regeneration	G	0	0	0	0	286	0	286	513	0	513	0	0	0
Hawick Regeneration	A	195	3,675	3,675	0	0	0	0	0	0	0	0	0	0
		873	7,917	7,917	0	6,014	0	6,014	3,557	0	3,557	1,094	0	1,094
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	61	423	423	0	375	0	375	375	0	375	2,925	0	2,925
		61	423	423	0	375	0	375	375	0	375	2,925	0	2,925
Total Economic Development & Corporate Services		934	8,340	8,340	0	6,389	0	6,389	3,932	0	3,932	4,019	0	4,019

Economic Regeneration		
Hawick Regeneration		A report on the programme delivery will be brought to Executive in December. This will include a financial update and re-profiling to 2018/19 and 2019/20.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes	G	0	0	0	0	300	0	300	300	0	300	2,100	0	2,100
		0	0	0	0	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes		0	0	0	0	300	0	300	300	0	300	2,100	0	2,100
Planned Programming Adjustments														
Planned Programme Adjustments	A	0	-2,891	-3,993	1,102	2,100	1,102	998	1,893	0	1,893	0	0	0
		0	-2,891	-3,993	1,102	2,100	1,102	998	1,893	0	1,893	0	0	0
Total Planned Programming Adjustments		0	-2,891	-3,993	1,102	2,100	1,102	998	1,893	0	1,893	0	0	0

Planned Programming Adjustments														
Planned Programming Adjustments		Adjustments for Council funded timing movements as detailed against individual projects and blocks.												

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Social Care Infrastructure														
Adult Services Facilities Upgrades	G	0	0	0	0	150	0	150	200	0	200	493	0	493
Care Inspectorate Requirements & Upgrades	G	0	50	50	0	51	0	51	53	0	53	406	0	406
Residential Care Home Upgrade Block	G	22	226	226	0	0	0	0	0	0	0	0	0	0
Telecare	G	0	83	83	0	0	0	0	0	0	0	0	0	0
		22	359	359	0	201	0	201	253	0	253	899	0	899
Total Health & Social Care		22	359	359	0	201	0	201	253	0	253	899	0	899

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 30/09/17 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Scottish Borders Council														
	G	0	100	100	0	0	0	0	0	0	0	0	0	0
	G	0	40	40	0	0	0	0	0	0	0	0	0	0
	G	0	50	50	0	0	0	0	0	0	0	0	0	0
		0	190	190	0	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
	G	0	-190	-190	0	0	0	0	0	0	0	0	0	0
		0	-190	-190	0	0	0	0	0	0	0	0	0	0
Non - Scottish Borders Council														
	G	4	0	0	0	0	0	0	0	0	0	0	0	0
		4	0	0	0	0	0	0	0	0	0	0	0	0

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	R A G	2017/18			2018/19			2019/20			2020/21 - 2025/26		
		Projected	Latest	Variance	Latest	Variance	Projected	Latest	Variance	Projected	Latest	Variance	Projected
		Outturn	Approved		Approved		Budget	Approved		Budget	Approved		Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
C9001 - Capital - General Capital Grant													
Capital - General Capital Grant	G	-15,362	-15,362	0	-15,393	0	-15,393	-15,392	0	-15,392	-98,000	0	-98,000
C9002 - Scottish Government Specific Capital Grant													
Other Fleet	A	-100	0	-100	0	0	0	0	0	0	0	0	0
Flood Studies	G	-515	-515	0	-350	0	-350	-350	0	-350	-2,450	0	-2,450
Hawick Flood Protection	G	-707	-707	0	-1,556	0	-1,556	-9,558	0	-9,558	-19,044	0	-19,044
Selkirk Flood Protection	G	-471	-471	0	0	0	0	0	0	0	0	0	0
Cycling Walking & Safer Streets	G	-156	-156	0	-198	0	-198	-207	0	-207	-1,601	0	-1,601
Selkirk Town Centre (Streetscape works)	G	0	0	0	0	0	0	0	0	0	0	0	0
Galashiels Masterplanning	G	-31	-31	0	0	0	0	0	0	0	0	0	0
Early Learning and Childcare	A	-2,518	-2,538	20	0	0	0	0	0	0	0	0	0
Early Learning and Childcare (Langlee PS)	A	-20	0	-20	0	0	0	0	0	0	0	0	0
School Estate Review	G	0	0	0	0	0	0	0	0	0	0	0	0
Hawick Regeneration	G	-3,600	-3,600	0	0	0	0	0	0	0	0	0	0
		-8,119	-8,019	100	-2,104	0	-2,104	-10,115	0	-10,115	-23,095	0	-23,095
C9003 - Other Grants & Contributions - Capital													
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	G	-823	-823	0	0	0	0	0	0	0	0	0	0
Selkirk Town Centre (Streetscape works)	G	-188	-188	0	0	0	0	0	0	0	0	0	0
Innerleithen to Walkerburn - Shared Access Route	G	-50	-50	0	-130	0	-130	0	0	0	0	0	0
Cycling Walking & Safer Streets	G	-172	-172	0	0	0	0	0	0	0	0	0	0
Sustrans (various Roads & Transport projects)	G	-20	-20	0	0	0	0	0	0	0	0	0	0
Parks & Open Spaces - Upgrades	A	-10	0	-10	0	0	0	0	0	0	0	0	0
Wilton Lodge Park	G	-210	-210	0	0	0	0	0	0	0	0	0	0
Jedburgh Learning Campus (3G Pitch)	G	0	0	0	-300	0	-300	0	0	0	0	0	0
Jim Clark Museum	G	-503	-503	0	-196	0	-196	0	0	0	0	0	0
Sir Walter Scott- Phase 2	G	0	0	0	0	0	0	-460	0	-460	-1,540	0	-1,540
Sir Walter Scott Court House - Phase 1	G	-202	-202	0	0	0	0	0	0	0	0	0	0
Great Tapestry of Scotland - Building	G	0	0	0	-1,600	0	-1,600	-1,600	0	-1,600	0	0	0
Central Borders Business Park	G	-65	-65	0	-1,000	0	-1,000	0	0	0	0	0	0
		-2,243	-2,233	-10	-3,226	0	-3,226	-2,060	0	-2,060	-1,540	0	-1,540
C9004 - Capital Funded from Current Revenue (CFCR)													
Easter Langlee Cell Provision	G	-203	-203	0	-379	0	-379	0	0	0	0	0	0
Bannerfield Play Area	G	-3	-3	0	0	0	0	0	0	0	0	0	0
ICT Projects Funded from Revenue	G	-10	-10	0	0	0	0	0	0	0	0	0	0
Complex Needs - Central Education Base	G	-20	-20	0	0	0	0	0	0	0	0	0	0
Earlston MUGA	G	-21	-21	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	-161	-161	0	0	0	0	0	0	0	0	0	0
		-418	-418	0	-379	0	-379	0	0	0	0	0	0

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	R A G	2017/18			2018/19			2019/20			2020/21 - 2025/26		
		Projected	Latest	Variance	Latest	Variance	Projected	Latest	Variance	Projected	Latest	Variance	Projected
		Outturn	Approved Budget		Approved Budget		Budget	Approved Budget		Budget	Approved Budget		Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
C9005 - Developer Contributions													
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	-2,000	0	-2,000
Reston Station Contribution	G	0	0	0	-595	0	-595	-645	0	-645	0	0	0
Play Facilities	G	-40	-25	-15	0	0	0	0	0	0	0	0	0
Engineering Minor Works	G	-234	-234	0	0	0	0	0	0	0	0	0	0
Broomlands Primary School	G	-365	-365	0	0	0	0	0	0	0	0	0	0
School Estate Block	G	-1,018	-1,018	0	-100	0	-100	-100	0	-100	-700	0	-700
		-1,657	-1,642	-15	-695	0	-695	-745	0	-745	-2,700	0	-2,700
C9006 - Capital Receipts													
Capital Receipts	G	-1,903	-1,903	0	-2,300	0	-2,300	-1,760	0	-1,760	-300	0	-300
C9007 - Plant & Vehicle Fund													
Plant & Vehicle Replacement - P&V Fund	A	-1,266	-2,000	734	-2,000	0	-2,000	-2,000	0	-2,000	-14,000	0	-14,000
Synthetic Pitch Replacement Fund	G	0	0	0	0	0	0	-364	0	-364	-2,865	0	-2,865
		-1,266	-2,000	734	-2,000	0	-2,000	-2,364	0	-2,364	-16,865	0	-16,865
C9008 - Capital Borrowing													
	A	-25,797	-25,797	0	-10,183	0	-10,183	-3,335	0	-3,335	-16,758	0	-16,758
TOTAL CAPITAL FUNDING		-56,765	-57,374	609	-36,280	0	-36,280	-40,838	0	-40,838	-180,059	0	-180,059

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 30/09/2017
Assets & Infrastructure						
Flood & Coastal Protection						
General Flood Protection Block						
UNALLOCATED	07/03/2017		138	-126	12	1
FLOOD CAPITAL MINOR WORKS	07/03/2017		20	0	20	12
COMMUNITY RESILIENCE	07/03/2017		9	0	9	0
ROMANNO BRIDGE FLOOD BANK	07/03/2017		70	20	90	129
STILL BURN FOUNTAINHALL	07/03/2017		100	-40	60	5
TURFFORD BURN EARLSTON	07/03/2017		20	-10	10	0
FLOOD BLOCK MANAGEMENT FEES	07/03/2017		30	0	30	0
BONNINGTON ROAD PEBBLES	07/03/2017		9	6	15	0
HAWICK SHORT TERM MEASURES	14/02/2017		0	30	30	0
CHURCH STREET, EYEMOUTH	20/06/2017		0	60	60	0
DENHOLM FLOOD GRILLE	NEW		0	10	10	0
GALASHIELS FLOOD GRILLE	NEW		0	10	10	0
DUNS GOLF COURSE	NEW		0	10	10	0
CROWBYRES FLOOD BUND	NEW		0	30	30	0
			396	0	396	147
Flood Studies						
PEBBLES INNERLEITHEN BROUGHTON FLOOD STUDY	07/03/2017		147	0	147	146
SURFACE WATER MANAGEMENT PLANS	07/03/2017		78	0	78	0
NEWCASTLETON FLOOD STUDY	07/03/2017		101	0	101	8
EARLSTON FLOOD STUDY	07/03/2017		101	0	101	1
HAWICK NFM	07/03/2017		88	0	88	1
			515	0	515	156
Land and Property Infrastructure						
Health and Safety Works						
UNALLOCATED	07/03/2017		99	0	99	27
MOREBATLE PS ELEC UPGRADE	07/03/2017		94	0	94	0
BURGH PS WALL UPGRADE	07/03/2017		17	0	17	0
TEVIOHEAD CEMETERY WALLS	07/03/2017		11	0	11	0
WELLOGATE CEMETERY WALLS	07/03/2017		11	0	11	0
BURNFOOT PS CAR PARK UPGRADE	07/03/2017		50	0	50	0
LIFT CONTROL UPGRADE	07/03/2017		27	0	27	1
LINGLIE MILL GUTTERS	07/03/2017		22	0	22	0
STIRCHES PS EXTERNAL DRAINAGE WORKS	07/03/2017		28	0	28	0
CHIRNSIDE PS BOUNDARY WALL UPGRADE	07/03/2017		28	0	28	15
HAYLODGE PARK BOUNDARY WALL UPGRADE	07/03/2017		26	0	26	0
LEGIONELLA UPGR WATER TANKS	07/03/2017		28	0	28	0
CHIRNSIDE PS RENDER UPGRADE	07/03/2017		39	0	39	33
INDUSTRIAL UNIT FABRIC UPGRADE	07/03/2017		44	0	44	0
JEDBURGH CASTLE GAOL WALL UPGRADE	07/03/2017		32	0	32	1
SCHOOL TOILET REFURBISHMENT	07/03/2017		66	100	166	51
ASBESTOS MANAGEMENT BLOCK	07/03/2017		44	0	44	1
DRUMLANRIG PS UPGRADE PH1	07/03/2017		0	0	0	1
SCHOOL SECURITY UPGRADES	NEW		0	50	50	0
KNOWEPARK PS FASCIA			0	0	0	19
VIREMENT FROM SCHOOL ESTATE BLOCK				-150		
			662	0	812	149
Parks & Open Spaces - Upgrades						
PUBLIC PARK, STOW	07/06/2016		29	0	29	0
PUBLIC PARK, GALASHIELS	07/03/2017		152	10	162	0
Tesco funding				-10		
			181	0	191	0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 30/09/2017
Building Upgrades						
UNALLOCATED	07/03/2017		93	0	93	0
DRUMLANRIG PS HALL HEATING	08/03/2016		0	0	0	40
HAWICK HS CHIMNEY WORKS	07/03/2017		12	0	12	9
HAWICK HOT WATER UPGRADE			0	0	0	17
STIRCHES HOT WATER UPGRADE			0	0	0	9
CULTURAL SERVICES PROPERTY UPGRADES	07/03/2017		66	0	66	0
EDENSIDE PS WINDOWS UPGRADE	07/03/2017		17	0	17	6
CHAMBERS INSTITUTE SKYLIGHT UPGRADE	07/03/2017		15	0	15	9
ROSETTA ROAD BOILER UPGRADE	07/03/2017		38	0	38	0
NEWCASTLETON PS WINDOWS	07/03/2017		33	0	33	0
MOREBATTLE PS UPGRADE WINDOWS	07/03/2017		33	0	33	33
ST RONANS PS WINDOWS UPGRADE	07/03/2017		38	0	38	32
BURNFOOT PS ROOF	07/03/2017		38	0	38	26
PEEBLES HS UPGRADE ROOF	07/03/2017		93	0	93	67
CHAMBERS INSTITUTE ROOF UPGRADE	07/03/2017		11	0	11	8
WILTON PS UPGRADE ROOF	07/03/2017		39	0	39	42
COCKBURNSPATH PS ROOF UPGRADE	07/03/2017		28	0	28	23
COLDSTREAM PS BOILER ROOM UPGRADE	07/03/2017		50	0	50	0
ST MARGARETS GALA HALL HEATING	07/03/2017		28	0	28	0
PEEBLES HS BOILER	07/03/2017		61	0	61	0
INDUSTRIAL UNIT HEATING SYSTEM UPGRADE	07/03/2017		33	0	33	0
AYTON PS ROOF UPGRADE	05/09/2017		20	0	20	0
			743	0	743	321
Cleaning Equipment Replacement Block						
UNALLOCATED	07/03/2017		25	0	25	0
CLEANFIX 2 SCRUBBER DRYERS KHS	07/03/2017		25	0	25	0
			50	0	50	0
Combined Depot Enhancements						
Unallocated	07/03/2017		11	0	11	0
Duns Depot	07/03/2017		28	0	28	0
Easter Langlee Depot	07/03/2017		40	0	40	14
Reiver Complex Depot	07/03/2017		28	0	28	0
Lower Mansfield Combined Depot	07/03/2017		63	0	63	8
Eshiels Depot	07/03/2017		55	0	55	0
Kelso Combined Depot	07/03/2017		28	0	28	0
Wheatlands Depot, Galashiels	07/03/2017		53	0	53	0
			306	0	306	22
Contaminated Land Block						
Unallocated	07/03/2017		40	0	40	0
Ayton Mill	08/03/2016		40	0	40	0
Stow	07/03/2017		55	0	55	0
			135	0	135	0
Play Facilities						
Unallocated	07/03/2017		0	0	0	0
Eyemouth Play Park	15/11/2016		16	15	31	20
Clovenfords Play Park	07/03/2017		1	0	1	0
Ninians Haugh, Peebles	07/03/2017		8	0	8	0
Developer Contribution Funding - Eyemouth Play Park				-15		
			25	0	40	20
Drainage - Parks and Open Spaces Block						
ELLIOTS PARK JEDBURGH	20/06/2017		37	0	37	37
GAVINTON PLAYING FIELDS	07/03/2017		43	0	43	0
			80	0	80	37
Asset Rationalisation						
GALASHIELS OFFICE MOVES	07/03/2017		40	0	40	0
EDENSIDE NURSERY ACCOMMODATION	07/03/2017		10	0	10	0
FORMER NURSERY EYEMOUTH	07/03/2017		140	85	225	0
LANGLEE COMPLEX	05/09/2017		11	0	11	0
UNALLOCATED	07/03/2017		1064	-85	979	0
			1265	0	1265	0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 30/09/2017
Road & Transport Infrastructure						
Roads & Bridges -inc. RAMP, Winter Damage & Slopes						
UNALLOCATED	07/03/2017		0	0	0	63
ROADS PLANNED FOOTWAYS	07/03/2017		90	0	90	8
ROADS SURFACE DRESSING	07/03/2017		1150	0	1150	706
PATCHING	07/03/2017		500	0	500	401
OVERLAYS	07/03/2017		920	0	920	337
DRAINAGE	07/03/2017		100	0	100	71
RESURFACING/PATCHING ADD	07/03/2017		1223	0	1223	217
DRAINAGE ADD	07/03/2017		0	0	0	2
PATCHING TOWNS ADD	07/03/2017		0	0	0	8
WALLS & STRUCTURES	07/03/2017		100	0	100	47
MASONARY WORKS	07/03/2017		450	0	450	150
CLACKMAE BRIDGE	07/03/2017		755	0	755	187
BOWANHILL BRIDGE REPLACEMENT	07/03/2017		647	0	647	252
LOWOOD BRIDGE	07/03/2017		246	0	246	22
SHORT OVERLAY PROGRAMME	20/06/2017		500	0	500	122
STTS FUNDED SCHEMES	05/09/2017		743	0	743	13
			7424	0	7424	2605
Lighting Asset Management Plan						
UNALLOCATED	07/03/2017		16	0	16	4
MOSSILEE ROAD GALASHIELS	07/03/2017		30	0	30	3
WOODBANK ROAD YETHOLM	07/03/2017		30	0	30	5
TWEED ROAD GALASHIELS	07/03/2017		50	0	50	0
STIRCHES ROAD HAWICK	07/03/2017		20	0	20	4
DAMSIDE/LEITHEN ROAD INNERLEITHEN	07/03/2017		50	0	50	7
REPLACE CUT DOWN COLUMNS	07/03/2017		20	0	20	39
			216	0	216	62
Accident Investigation Prevention Schemes Block						
UNALLOCATED	07/03/2017		8	0	8	0
ROAD SAFETY - TRAFFIC CALMING	07/03/2017		38	0	38	0
ROAD SAFETY MEASURES	07/03/2017		4	0	4	4
			50	0	50	4
Cycling Walking & Safer Streets						
UNALLOCATED	07/03/2017		0	0	0	0
CYCLE RELATED ACTIVITIES	07/03/2017		150	0	150	35
WALKING RELATED ACTIVITIES	07/03/2017		56	0	56	40
ADDITIONAL CYCLING PROJECTS	05/09/2017		122	0	122	36
			328	0	328	111
Engineering Minor Works						
Pedestrian Links, Hawick	08/03/2016		14		14	0
Craigpark Court, Galashiels	07/03/2017		75		75	0
The Priory, Selkirk	07/03/2017		85		85	0
Robinsland, West Linton	07/03/2017		60		60	0
			234	0	234	0
Galashiels Developments						
GIRRS	09/02/2017		416	0	416	1
GIRR 1-3 CLAIMS	09/02/2017		200	0	200	0
Galashiels Developments - Transport Interchange	09/02/2017		0	0	0	6
			616	0	616	7
Waste Management						
CRC - Improved Skip Infrastructure						
HAWICK CRC SKIP	18/08/2016		7	0	7	0
IMPROVE SKIP INFRA-GALA	18/08/2016		12	0	12	0
CCTV	08/03/2016		1	0	1	0
UNALLOCATED	07/03/2017		12	0	12	0
			32	0	32	0
Other Corporate Services						
Corporate						
ICT - Outwith CGI Scope						
ICT - Outwith CGI Scope	07/03/2017		13	0	13	0
SOFTWARE LICENCE- POINT UPGRADES	07/03/2017		30	0	30	0
CORPORATE PC REPLACEMENT	07/03/2017		50	0	50	0
			93	0	93	0
IT Projects - pre CGI Contract						
MOSAIC	2014/15		8	0	8	8
IT PROJECTS - PRE CGI CONTRACT	07/03/2017		238	0	238	0
			246	0	246	8

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 30/09/2017
Children & Young People						
School Estate						
Early Learning and Childcare						
UNALLOCATED	07/03/2017		1737	-32	1705	1
KNOWPARK ELCC 3&4'S	08/03/2016		1	0	1	1
ST RONANS ELCC 3&4	16/08/2016		0	0	0	0
WILTON ELCC 3&4'S	16/17		0	5	5	0
TWEEDBANK PS EARLY YEARS	16/17		0	0	0	0
COLDSTREAM PS EARLY YEARS	08/03/2016		20	6	26	21
EDENSIDE PS EARLY YEARS	16/17		0	1	1	1
BURNFOOT PS EARLY YEARS PH2	05/09/2017		55	0	55	24
ST BOSWELLS PS EARLY YEARS	05/09/2017		725	0	725	11
VIREMENT TO LANGLEE PRIMARY SCHOOL				20		
			2538	0	2518	59
School Estate Block						
UNALLOCATED	07/03/2017		59	0	59	245
GLENDINNING PS DDA	05/09/2017		16	0	16	0
DRUMLANRIG/ST. CUTHBERTS PS	05/09/2017		1	0	1	1
NEWTOWN PS	05/09/2017		9	0	9	9
IMPROVE AND ENHANCE SCHOOL ENVIRONMENTS	07/03/2017		700	-100	600	0
ASN ENHANCEMENTS GALASHIELS ACADEMY	07/03/2017		1000	-350	650	25
SCHOOL SECURITY, H&S AND LEGAL OBLIGATIONS	07/03/2017		600	110	710	13
HAWICK HS WINDOW & CLASSROOM REFURB	08/03/2016		400	0	400	248
TWEEDBANK SECURITY WORKS	08/03/2016		1	-1	0	0
ASN ENHANCEMENTS - BERWICKSHIRE AREA	07/03/2017		100	-100	0	0
ACTIONS FROM INSPECTIONS, INCIDENTS ETC	07/03/2017		100	0	100	0
SCHOOL HEALTH & SAFETY	07/03/2017		109	-109	0	0
SCHOOL REFURB AND CAPACITY	07/03/2017		144	-144	0	0
SCHOOL KITCHEN IMPROVEMENT	07/03/2017		15	-15	0	0
DDA	07/03/2017		21	-21	0	0
TIMING MOVEMENT TO 2018/19 - ASN GALASHIELS ACADEMY				350		
VIREMENT TO HEALTH AND SAFETY WORKS				150		
VIREMENT TO BROOMLANDS PRIMARY SCHOOL				50		
VIREMENT TO DUNS PRIMARY SCHOOL				100		
VIREMENT TO LANGLEE PRIMARY SCHOOL				80		
			3275	0	2545	541
Culture & Sport						
Sports Infrastructure						
Culture & Sports Trusts - Plant & Services						
UNALLOCATED	07/03/2017		42	-42	0	0
TWEEDBANK REDEVELOPMENT	NEW		0	10	10	0
PEEBLES SWIMMING POOL WINDOW REPLACEMENT	NEW		0	37	37	0
PLANT REPLACEMENT	NEW		0	45	45	0
JEDBURGH LEISURE TRUST ALLOCATION	07/03/2017		65	-60	5	0
BERWICKSHIRE SPORTS TRUST ALLOCATION	07/03/2017		39	0	39	27
ENERGY SAVINGS PROJECTS	07/03/2016		0	0	0	0
TEVIOTDALE LC REDEVELOPMENT	07/03/2017		250	-50	200	0
TIMING MOVEMENT TO 2018/19				60		
			396	0	336	27
Synthetic Pitch Replacement Fund						
UNALLOCATED	06/09/2016		155	0	155	0
SYNTHETIC PITCH REPLACEMENT JEDBURGH	06/09/2016		6	0	6	6
			161	0	161	6
Culture & Heritage						
Public Hall Upgrades						
SOUND AND LIGHTING DESKS	07/03/2017		8	-3	5	0
GALASHIELS VOLUNTEER HALL SEATING	07/03/2017		66	-3	63	0
SELKIRK VICTORIA HALLS ELEC UPGRADE	07/03/2017		5	5	10	0
KELSO TAIT HALL - SOUND BOOTH AND SEATING	07/03/2017		11	-11	0	0
GALASHIELS VOLUNTEER HALL TOILET REFURB	NEW		0	30	30	0
TIMING MOVEMENT FROM 2018/19				-18		
			90	0	108	0

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 30/09/2017
Economic Development & Corporate Services						
Economic Regeneration						
Borders Town Centre Regeneration Block						
Unallocated	07/03/2017		100	0	100	0
			100	0	100	0
Hawick Regeneration						
Former Armstrong/Almstrong Building	02/03/2017		2600	0	2600	182
Galalaw Business Park	02/03/2017		1025	0	1025	13
Tower Mill, Heart of Hawick	02/03/2017		50	0	50	0
Unallocated	02/03/2017		0	0	0	0
			3675	0	3675	195
Health & Social Care						
Social Care Infrastructure						
Residential Care Home Upgrade Block						
TOPS WAVERLY GALA	08/03/2016		226	0	226	48
			226	0	226	48
Care Inspectorate Requirements & Upgrades						
Deanfield, Hawick	05/09/2017		15	0	15	0
Grove House, Kelso	05/09/2017		14	0	14	0
Saltgreens, Eyemouth	05/09/2017		6	0	6	0
Waverly, Galashiels	05/09/2017		5	0	5	0
BDDS Bungalow, Duns	05/09/2017		10	0	10	0
Unallocated	07/03/2017		0	0	0	0
			50	0	50	0

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
Plant & Vehicle Fund			
Plant & Vehicle Replacement - P&V Fund		-734	
	0	-734	0
Non-Plant & Vehicle Fund			
Other Fleet		100	
	0	100	0
Land and Property Infrastructure			
Energy Efficiency Works	-500		
Health and Safety Works			150
Parks & Open Spaces - Upgrades		10	
Play Facilities		15	
	-500	25	150
Road & Transport Infrastructure			
A72 Dirtpot Corner - Road Safety Works	-150		
	-150	0	0
School Estate			
Broomlands Primary School			50
Duns Primary School & Locality Support Centre			100
Early Learning and Childcare			-20
Langlee Primary School			100
School Estate Block	-350		-380
	-350	0	-150
Sports Infrastructure			
Culture & Sports Trusts - Plant & Services	-60		
	-60	0	0
Culture & Heritage			
Public Hall Upgrades	18		
Trimontium, Melrose	-60		
	-42	0	0
Planned Programming Adjustments			
Planned Programme Adjustments	1102		
	1102	0	0
Total Scottish Borders Council			
	0	-609	0

Scottish Borders Council
Project Net Expenditure Summary

	Previous Years Life to Date	2017/18					2018/19			2019/20			2020/21 - 2026/27			Total Project Cost
		Actual to 30/09/17	Budget to 30/09/17	Latest Approved Budget	Variance	Projected Outturn	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Flood & Coastal Protection																
01-C00223 - Hawick Flood Protection	2127	58	306	884	0	884	1945	0	1945	11948	0	11948	23806	0	23806	40710
Road & Transport Infrastructure																
01-C00147 - A72 DIRTPOT CORNER - ROAD SAFETY WORKS	98	0	0	244	-150	94	1916	150	2066	0	0	0	0	0	0	2258
01-C00185 - Innerleithen to Walkerburn - Shared Access Route	231	30	0	97	0	97	265	0	265	0	0	0	0	0	0	593
01-C00062 - PEBBLES BRIDGE	0	0	0	0	0	0	0	0	0	0	0	0	18330	0	18330	18330
01-C00183 - Reston Station Contribution	500	0	0	270	0	270	1045	0	1045	1025	0	1025	0	0	0	2840
01-C00162 - UNION CHAIN BRIDGE	40	40	0	60	0	60	450	0	450	190	0	190	260	0	260	1000
Corporate																
01-C00296 - ICT TRANSFORMATION	4466	0	0	3750	0	3750	473	0	473	449	0	449	3402	0	3402	12540
Waste Management																
01-C00235 - Easter Langlee Cell Provision	275	3	6	203	0	203	379	0	379	0	0	0	0	0	0	857
01-C00234 - Easter Langlee Leachate Management Facility	193	0	0	80	0	80	23	0	23	377	0	377	42	0	42	715
01-C00237 - New Easter Langlee Waste Transfer Station	294	43	0	5240	0	5240	9	0	9	0	0	0	0	0	0	5543
School Estate																
01-C00203 - Broomlands Primary School	3059	2873	1793	6246	50	6296	377	0	377	0	0	0	0	0	0	9732
01-C00202 - Langlee Primary School	7495	2252	1366	3101	100	3201	2	0	2	0	0	0	0	0	0	10698
Jedburgh Learning Campus	0	0	1366	1348	0	1348	3168	0	3168	519	0	519	0	0	0	5035
01-C00252 - School Estate Review	37	98	40	0	0	0	0	0	0	740	0	740	14151	0	14151	14928
Sports Infrastructure																
01-C00181 - JEDBURGH 3G SYNTHETIC PITCH	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	24
Culture & Heritage																
01-C00179 - JIM CLARK MUSEUM	101	12	26	973	0	973	386	0	386	0	0	0	0	0	0	1460
01-C00122 - SIR WALTER SCOTT - PHASE 2	209	11	23	111	0	111	60	0	60	760	0	760	1590	0	1590	2730
Economic Regeneration																
01-C00204 - Great Tapestry of Scotland - Building	122	519	212	1013	0	1013	2612	0	2612	2924	0	2924	30	0	30	6701
01-C00205 - Central Borders Business Park	81	159	0	3129	0	3129	3000	0	3000	0	0	0	0	0	0	6210
01-C00123 - NEWTOWN ST BOSWELLS REGENERATION	0	0	0	0	0	0	16	0	16	20	0	20	364	0	364	400
01-C1000 - Eyemouth Regeneration	0	0	0	0	0	0	286	0	286	513	0	513	0	0	0	799