Public Document Pack

EXECUTIVE COMMITTEE
WEDNESDAY, 14 FEBRUARY 2018

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on WEDNESDAY, 14 FEBRUARY 2018 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

7 February 2018

BUSINESS		
1.	**Apologies for Absence**	
2.	**Order of Business**	
3.	**Declarations of Interest**	
4.	**Minute** (Pages 3 - 8) Minute of meeting held on 30 January 2018 to be approved and signed by the Chairman. (Copy attached).	2 mins
5.	**Committee Minute Recommedation** (Pages 9 - 10) Consider the recommendation made by the Audit and Scrutiny Committee on 15 January 2018. (Copy attached).	2 mins
6.	**Quarterly Corporate Performance (Quarter 3, 2017/18)** (Pages 11 - 84) Consider report by Chief Executive presenting a summary of SBC quarterly performance information. (Copy attached).	20 mins
7.	**Monitoring of General Fund Revenue Budget** (Pages 85 - 132) Consider report by Chief Financial Officer providing budgetary control statements for the Council's General Fund. (Copy attached).	10 mins
8.	**Balances as at 31 March 2018** (Pages 133 - 142) To consider report by Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2017 and advising of the projected balances at 31 March 2018. (Copy attached)	10 mins
9.	**Monitoring of the Capital Financial Plan** (Pages 143 - 170) To consider report by Chief Financial Officer on the progress of the 2017/2018 Capital Financial Plan, seek approval for projected outturns and associated virements, and the reallocation of funds. (Copy attached).	10 mins

10.	**Scottish Borders Council/Live Borders Museum & Galleries Collections Development Policy 2018-2023** (Pages 171 - 210) To consider report by Executive Director proposing some amendments to the current SBC Museum and Gallery Collections Development Policy 2014-19 and its subsequent redrafting as the Collections Development Policy 2018-23. (Copy attached)	5 mins
11.	**Any Other Items Previously Circulated**	
12.	**Any Other Items which the Chairman Decides are Urgent**	
13.	**Private Business** Before proceeding with the private business, the following motion should be approved:- "That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act".	
14.	**Minute** (Pages 211 - 212) Private section of Minute of meeting held on 30 January 2018 to be approved and signed by the Chairman. (Copy attached).	2 mins

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**

2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors 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

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SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE

MINUTES of Meeting of the EXECUTIVE COMMITTEE held in Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 30th January, 2018 at 10.00 am

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Present:-	Councillors: M Rowley (Chair Items 1 - 2), C Hamilton (Chair Items 3 - 4) S Haslam (Chair Items 5 - 8), S Aitchison, G Edgar, E Jardine, W McAteer, T Miers, S Mountford, T Weatherston.
Apologies	Ms J Aitchison, Mr G Clark, Mr L Mendoza, Ms J Sibbald.
Also present:-	Councillors: H Anderson, S Bell, K Chapman and S Marshall.
In Attendance:-	Chief Financial Officer, Service Director Children and Young People, Head of Economic Development, Passenger Transport Manager, Democratic Services Team Leader, Democratic Services Officer (J Turnbull)

ECONOMIC DEVELOPMENT BUSINESS

Present Mr J Clark

1. **ORDER OF BUSINESS**
The Chairman varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

CHAIRMAN
Councillor Rowley chaired the meeting for consideration of the Economic Development business.

2. **BROADBAND UPDATE**

2.1 There had been circulated copies of report by the Executive Director updating Members on the progress being made in delivering improved broadband services in the Scottish Borders. Digital connectivity was critical to the economic development and competitiveness of the Scottish Borders. Scottish Borders Council had contributed significantly to the roll-out of the Scottish Government's Digital Scotland Superfast Broadband (DSSB) programme, spending £8.4M over two years to help extend the roll-out as far as possible in the Scottish Borders. The Council Administration had identified digital connectivity as a key priority in its 'Connected Borders' plan. More than 130 new superfast broadband cabinets and exchange upgrades had been delivered as part of the roll-out, connecting over 31,800 premises in the Scottish Borders. Figures provided by the DSSB programme indicated that up to the end of September 2017, 82.7% of premises had been connected to fibre enabled cabinets or exchanges. The DSSB roll-out, with added 'Gainshare' funding, would continue until the end of 2018, and aimed to connect 94.9% of all the premises in the area. Although progress was being made in delivering the DSSB programme, there remained a number of challenging issues to be addressed in relation to providing superfast broadband services across the Scottish Borders. One of the key issues was that although a home or business might be connected to the new fibre enabled technology, if they were located too far from the cabinet or exchange, then it was likely that there would be no improvement in their broadband service. This was acknowledged as the 'long lines' issue. The Scottish Government had announced its commitment to investing £600m to extend superfast broadband access to 100% of premises across Scotland by the end of 2021. The Scottish Government was delivering a national approach to this issue, putting in place a "Reaching 100% Programme" (R100) to cover the remaining premises where the DSSB roll-out would not reach. As well as

providing connections for those premises that had not been covered by the DSSB roll-out, R100 would also addressed the 'long lines' issue. The R100 programme also raised the superfast broadband speeds being targeted, up from 24Mbps to 30Mbps.

2.2 Members discussed the report and agreed the importance of the facilitation of a Scottish Borders Digital Network. It was also suggested that representatives from the Network be invited to attend Local Area Partnership meetings, when appropriate. Members also requested that accessible information should be available on the Council's website and include the planned rollout timescales. In response to questions, Mr McGrath clarified that the target of 93.8% was the original target specified with BT Open Reach for connection of premises to Superfast Broadband. However, although connections might be in place, this did not mean that all properties would be connected immediately, and this would be one of the challenges the R100 programme sought to address.

DECISION

(a) NOTED:-

(i) the progress made on delivering the Digital Scotland Superfast Broadband programme, as set out in Appendix 1 to the report;

(ii) the delays with Community Broadband Scotland being experienced by local community groups and raise these concerns with the Cabinet Secretary for Rural Economy and Connectivity in the letter agreed in (c)(i) below.

(b) WELCOMED the Scottish Government announcement that the R100 tender process was underway.

(c) AGREED:-

(i) to write to the Cabinet Secretary for Rural Economy and Connectivity to encourage the Scottish Government to maximise the full-fibre coverage R100 programme, to promote an 'Outside-In' approach to its delivery and to urge that work on the programme started as quickly as possible for the Scottish Borders;

(ii) that the Executive Director work with partners in adjoining local authorities to develop a viable application to the Local Full Fibre Network Challenge Fund, noting that it might be delivered through the City Regional Deal partnership or the South of Scotland Economic Partnership;

(iii) to ask the South of Scotland Economic Partnership to make Digital Connectivity, uptake of digital services and the development of digital skills for businesses and individuals a priority for the Interim Arrangements Workplan;

(iv) to express concern over the range of issues affecting the delivery of superfast broadband in the rural areas of the Scottish Borders and ask that these were raised with The Deputy First Minister and Cabinet Secretary when they met the South of Scotland Alliance in February 2018;

(v) to the facilitation of a Scottish Borders Digital Network to encourage coordination and information sharing between key local stakeholders with an interest in digital; and

(vi) that the Executive Director prepare a further update report once the outcome of the initial R100 procurement was available.

EDUCATION BUSINESS

Present: Ms A Ferahi, Mr G Jarvie, Ms C Thorburn, Mr I Topping.

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

3. **ADMISSIONS POLICY**
There had been circulated copies of a report proposing that the revised Scottish Borders Admissions Policy 2018 was approved by Members. The previous version was approved in 2012. The current version had been revised to take into account best practice across Scotland. The Policy now included advice on class composition and established a date by which schools would not be expected to re-composite/re-timetable classes. The report also updated procedures in terms of waiting lists when placing requests were refused. The updated Policy was responsive in clarifying procedures in areas which had led to dispute with families in recent years. In particular, the process to be followed when parents/carers made placing requests during the school year and when children were unable to get a space in their catchment school during the school year. The changes being made would provide clear guidance to Headteachers and ensured greater stability in class composition after census date in September in each year. The changes also provided parents/carers with clear information and had been made in response to parental feedback during times of dispute. In response to questions, Ms Manson clarified that extensive community consultation had taken place, including feedback received from Parent Council meetings and discussions, in particular, with rural school such as Broughton and Newlands. With regard to placing requests, Ms Manson explained that requests were not granted until a detailed assessment had been carried out. There was no payment of fees between authorities, charges only being made for any additional provision to meet the child's additional support needs.

DECISION
AGREED the revised Scottish Borders Council Admission Policy 2018.

4. **CLOSING THE POVERTY-RELATED ATTAINMENT GAP**

4.1 There had been circulated copies of a report by the Service Director, Children and Young People. The report explained that Scottish Borders Council had a strong commitment to Reducing Inequalities and worked in partnership with a range of partners to address the barriers that families might face in their daily lives. In the newly established vision set out by the Council in 'Connected Borders' there was a strong commitment to 'ensuring that the vulnerable and marginalised were included and considered in every action we take' and that 'together we needed to ensure that no-one and no community was left behind but that we grew and developed together'. Within this new vision there were specific themes that provided a focus on improving the lives of the most vulnerable. Communities of wellbeing identified a commitment to taking a whole community approach to education to raise attainment and 'close the poverty related attainment gap', to deliver extensive work on tackling substance misuse and improving mental health support for the most vulnerable young people. Communities of Caring identified a commitment to family support services focused on early intervention, mentoring and parenting.

4.2 There were many existing structures and workstreams that were currently focused on developing support for the most vulnerable in communities in the Scottish Borders. The new vision provided an opportunity for a review of the structures and priorities for action enabling the Council and its Partners within the Community Planning Partnership to set out a new five year plan. Work had already started with an initial workshop involving a

broad range of community partners and the creation of the Area Partnerships structure; currently holding community workshops aimed at identifying priorities within the locality forums. The Children and Young People's Directorate was sighted on Reducing Inequalities developments through the Director's participation in the Corporate Management Team, the Community Planning Partnership Board, the Reducing Inequalities Delivery Team and the Children and Young People's Leadership Group. This broader context of Reducing Inequalities work was a key factor in supporting the 'closing the poverty' related attainment gap priority set by the National Improvement Framework for all schools. The report provided an update on current attainment levels between the most and least disadvantaged children in the Scottish Borders and the actions being taken to narrow the attainment gap in schools. The report also provided background information on how poverty was defined, the effects of poverty and recent statistics on the levels of children living in poverty within the Scottish Borders. The attainment gap that currently existed between the children living in the most deprived areas compared to the least deprived areas in the Scottish Borders was presented within the report and an analysis provided across the stages of schooling. A key priority was raising attainment in numeracy. A significant part of the report outlined the extensive work taking place in schools to intervene and address the poverty related attainment gap. Part of the report outlined how the Pupil Equity Fund was being spent in schools in support of this work. Guidance that had been developed and training that had taken place were presented and the work of the Quality Improvement Officers and the Attainment Officers highlighted. Significant work was taking place to address the challenges presented by the impact that living in poverty had upon the attainment and wellbeing of children and their families. Tackling Child Poverty was not simply a school issue and the work of the Area Partnerships, the Reducing Inequalities CPP Strategic Group and the Children's Leadership Group were noted to signal the broader role being played by partners and Council staff across Directorates; this work would be subject to more detailed reports in other forums. There was considerable work taking place within and across schools to 'close the poverty related attainment gap'. The work was in its infancy and the challenge was significant. However the approach being taken and the commitment being demonstrated evidenced that very robust processes were in place to address this challenge. The work was being closely monitored by Attainment Officers and Quality Improvement Officers and high quality professional learning had taken place so far. This work would be complemented by the work of broader partnership groups moving forward.

4.3 Ms Manson was joined by the two Attainment Officers, Mr Macklin and Ms Wharton, to present the main points in the report and provide clarity around the data supplied. Ms Manson advised that 'closing the poverty related attainment gap' was not just an educational responsibility, but that a community owned, collective solution was required. Community groups and Area Partnerships would play a key role in developing this work going forward. Referring to Hawick and Kelso High Schools she explained the range in data, and highlighted the difference in the percentage of families claiming free school meals in comparison with those claiming clothing grants. This indicated that low income families were not always claiming the benefits they were entitled to because of cultural stigma and this was one of the challenges schools had to address. The statistics also showed that areas perceived as affluent, such as Coldingham, Coldstream and Yetholm, when analysed portrayed a different view, the data providing an understanding of impact in terms of fuel, digital, accessibility and 'in work poverty'. She gave as an example, a working family living in Coldstream who wanted to attend their child's parents' evening at Berwickshire High School. This could entail a five hour journey, if public transport was available, with additional cost for the family.

4.4 Pupil Equity Funding (PEF) was then discussed and Ms Wharton explained that this was not for the whole school but targeted to specific pupils, regardless of their attainment level. She gave as examples three PEF projects, the first of which was Edenside Primary Schools' PATHS programme. The programme's aim was for 'Better friendships, happier children, better ready to learn in the classroom'. The Headteacher had reported that the programme had achieved a measurable impact and that children were calmer, happier

and their learning had improved. Earlston High School and associated primaries had pooled their grant within their cluster. The cluster supported a numeracy intervention, and as a result provided additional 1:1 support for targeted pupils, four times a week. Progress was tracked on a weekly basis and every child in the intervention had achieved their targets. A small number of children, who had previously sat below their peers, were now achieving the highest scores in their maths class. The final example given was Chirnside Primary School, were spelling and reading had been identified, the school could now demonstrate the narrowing of the gap between reading and spelling.

4.5 In response to questions, Ms Manson explained that they had trialled some work in early years to maximise benefit entitlement and this had been positive. They were also investigating models from other authorities. The Leader added that the Council were reforming the Welfare Advisory Service to form a one stop shop. This meant that anyone claiming a benefit would also receive advice on other benefits they were entitled to claim. With regard to obesity in children, Ms Manson advised that the Council were working with NHS Borders, leading a programme which linked to type 2 diabetes. Schools were also starting emotional and wellbeing programmes. Mr Robertson added that the Council would also be raising the issue around funding through COSLA and the need for a greater share of resources in view of the challenges a rural authority faced. Members commended the report and the work of the team in providing the statistics. Ms Manson advised that she was pleased to provide sessions to Members to discuss further, if required. She also extended an invitation to Members to attend their local schools to observe ongoing poverty proofing activities and PEF in progress.

DECISION
AGREED:-

(a) to commend the work taking place at all levels to address the poverty related attainment gap in schools;

(b) to note the significant change in the levels of children living in poverty within the Scottish Borders; and

(c) that the Director, Children and Young People making an approach to the appropriate Ministers and Learning Directorate Senior Officers in the Scottish Government, to discuss the possibility of innovation funding in recognition of the increasing child poverty levels in the Scottish Borders.

MEMBER
Councillor Mountford left the meeting.

OTHER BUSINESS

CHAIRMAN
Councillor Haslam chaired the meeting for consideration of Other Business.

5. **MINUTE**
The minute of the Executive Committee of 5 December 2017 had been circulated.

DECISION
APPROVED by signature by the Chairman.

6. **ANNUAL TAXI FARES REVIEW 2017/18**
With reference to paragraph 2 of the Minute of 17 October 2017, there had been circulated a report advising Members of the recent public consultation undertaken in connection with the statutory review of the current scale of charges for taxi fares. The Council as licensing authority was required in terms of Section 17 of the Civic Government (Scotland) Act 1981 (“the Act”) to review the scales for fares and other charges in connection with the hire of a taxi at intervals not exceeding 18 months of the

last review. A report on the consultation with the taxi trade was presented to the Council's Executive on 17 October 2017. Following the Executives' decision to keep fares at their current rates, the Act required the Council to then undertake a public consultation on taxi rates. The outcome of the consultation was detailed in the report. It was noted that only six people had responded to the consultation, two of which were taxi operators.

DECISION
AGREED that:-

(a) the taxi fare rates should remain unaltered in line with the outcome of the Council's established formula; and

(b) Taxi Operators were written to in accordance with the Act and informed of the Council's decision.

7. **PRIVATE BUSINESS**
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

8. **PRIVATE MINUTE**
The Private Minute of the Executive Committee of 5 December had been circulated.

DECISION
APPROVED for signature by the Chairman.

The meeting concluded at 11.15 am.

EXECUTIVE COMMITTEE – 14 FEBRUARY 2018

ITEM FROM AUDIT AND SCRUTINY COMMITTEE MEETING OF 15 JANUARY 2018

8. **AUDIT OF HOUSING BENEFIT - RISK ASSESSMENT REPORT**

8.1 There had been circulated a report by Service Director – Customer and Communities detailing the outcome of the Housing Benefit Risk Assessment carried out by Audit Scotland during July 2017. Although Scottish Borders Council had demonstrated awareness of what constituted effective and secure benefit delivery, there were six risks arising from this risk assessment and an action plan has been created to address these. The Service Director – Customer and Communities was in attendance and advised that overall the report was welcomed and the risks identified were accepted. However, in a response to Audit Scotland's report, the Council had expressed disappointment that the report had not reflected the reduction in funding from the Department for Work and Pensions, whilst maintaining one of the lowest administration costs within Scotland.

8.2 Referring to Audit Scotland's report, Ms Craig advised that with the imminent introduction of Universal Credit, the Council had been reducing the Service whilst managing in a way that would protect staff. However, because of uncertainty this had contributed to a high staff turnover, which was likely to continue. The reduction in administration funding from the Department of Work and Pensions (DWP) and a reduction in the level of overtime worked had also contributed to performance. Restructuring to provide a more streamlined service had also affected the Service's ability to address performance issues and forward plan. In response to the risks identified in the report, Ms Craig explained the Council were maximising the use of existing resources and managerial arrangements, as well as extending their use of an agency. Performance monitoring would also be included as part of the Framework reporting to Executive Committee. Ms Craig highlighted that performance had already improved recently, for example, the average processing time for new claims and change of circumstances had changed from 29 days to 8 days and 25 days to 8 days respectively. Similarly, accuracy had also improved with an increase in the number of post notification and management checks. With regard to Overpayments, Ms Craig explained that this was a complex area and the cumulative figure went back to 1996. Overpayments remained on the system, as payments could be recovered over a period of time from ongoing entitlement or other sources. Former claimants might also come back on to benefits and the service was then able to reclaim overpayments. If there was no possibility of reclaiming payment, then it would be brought forward to Committee for write off. Ms Craig also explained that the delay in bringing the report to Committee was in order to await feedback from Audit Scotland. To conclude Ms Craig emphasised that the Service was already improving; Audit Scotland were satisfied with the action plan to address risk and would follow up progress in May 2018.

8.3 In response to questions Mr Grant, Customer Advice and Support Manager, advised that only a small proportion of cases were contracted out to an external agency on a monthly basis. The external agency employed experienced staff and there were accuracy checks. Mr Murdie, Locality Lead Officer Benefits, added that presently there were 10 full time assessors, plus supervisors and managers. Two vacancies were been filled by an agency. The service had also employed Council staff to fill vacancies on a secondment basis. There was discussion on a shared service and Ms Craig advised that there had been discussion with other authorities. However, they were experiencing the same issues with the reduction in DWP funding and were also restructuring their benefit services in anticipation of the changes. The Chairman thanked Ms Craig for her attendance, emphasising the Committee's support for the improving service and welcoming the interim review by Audit Scotland.

DECISION

(a) NOTED:

(i) The contents of the Audit of Housing Benefit – Risk Assessment Report (Appendix 1 to the report);

(ii) The actions planned by Customer Services to address the risks identified in the Audit Report (Appendix 2 to the report); and

(iii) The improvements achieved to date regarding the points identified at 4.2.3 and 4.2.4

 # (b) AGREED TO RECOMMEND to the Executive Committee that they consider reviewing Key Performance Indicators for the Housing Benefit service as part of their regular review of performance."

QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 3, 2017/18)

Report by Chief Executive

EXECUTIVE COMMITTEE

13 February 2018

1 PURPOSE AND SUMMARY

1.1 This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1. Appendix 2 provides details of Live Borders performance.

1.2 SBC approved a Corporate Plan in April 2013, with 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".

1.5 Section 6 and **Appendix 2** of this report present summaries of performance during 2017/18 for Live Borders (who have delivered sport and cultural services as part of an integrated trust since April 2016). Reporting performance in February and August/September each year to Executive Committee was agreed within the Performance Management Framework, approved when services were transferred to Live Borders.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee:**

(a) Notes any changes to performance indicators outlined in Section 4 of this report;

(b) Acknowledges and notes the performance summarised in Sections 5 and 6, and detailed within Appendices 1 and 2 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;
- 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**

- Adjusted Q2 figures for Average Time to Process Planning Applications (Major, Householder, Non Householder) are not yet available from Scottish Government. In the meantime we have shown "Unadjusted" figures but it should be noted that if times have been affected by issues out with SBC's control, Scottish Government will make an adjustment accordingly;

(b) **Priority 2: Attainment and Achievement**

- No change to indicators;

(c) **Priority 3: Care, Support and Protection**

- The objective around the "Number of Reported Incidents of Domestic Abuse Incidents" has been updated "maximise reporting of" rather than to "minimise incidents of".
- Following the last Executive Committee where Elected Members considered performance in November 2017 and a presentation from Safer Communities manager was given, additional indicators have been added around Anti-Social Behaviour and Domestic Abuse. The following have been added:
    - Number of ASB Incidents (cumulative)
    - Number of ASB Early Interventions

- Number monitored for ASB
- Number of referrals to mediation
- % of mediation referrals showing improvement

- The following indicators are currently under development and will be added once information is available:
  - Number of Repeat Victims of Domestic Abuse
  - Number of referrals to Domestic Abuse Support Services

(d) **Priority 4: Communities and Voluntary Sector**

- No change to indicators;

(e) **Priority 5: Environment**

- The indicators have not changed however in the case of Road Casualty numbers, "Vetted" figures from Police Scotland are not yet available hence "Unvetted" figures have been used in this instance;

(f) **Priority 6: Workforce**

- The implementation of Business World is still affecting SBC's ability to robustly report under this corporate priority;
- Once implemented fully, a range of additional HR reporting will be developed to further support this priority;

(g) **Priority 7: Assets and Resources**

- No change to indicators ;

(h) **Priority 8: Service Accessibility and Excellence**

- No change to indicators;

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) At the end of December 2017, there were 250 young people (18-24 Year olds) claiming out of work benefits, 15 lower than the end of the last quarter, 25 lower than the same time last year and, at 3.2%, was slightly lower than the Scottish rate of 3.23%.

(b) A total of 54 new business start-ups have been assisted through Business Gateway in this period, in line with expectations. There was no slow down prior to the Christmas holiday period and targets were achieved. A very successful business conference was held in October, which 122 businesses attended. 371 businesses were supported in the quarter, the highest level since Q3 2016/17.

(c) There were 7 grants awarded under the Scottish Borders Business Fund (from 11 applications) with a total value of £18.4k. The amount of grant awarded in this Quarter is expected to create leverage of £22.9k in private sector project spend, 10.5FTE jobs are predicted to be created and 8 jobs safeguarded.

(d) The percentage of clients using Self Directed Support (SDS) has risen to 74.1% in Q3, up from 70.9% in the previous quarter and 50.0% in Q3 2016/17. However, the target has increased to 90% in line with a Government directive and will increase further to 100% in Q4.

(e) The percentage of new Social Work service users receiving a service within 6 weeks of assessment was 97% and continues to be above the target of 95%.

(f) There are now 52 employment related opportunities being provided by SBC though the Work Opportunities Scheme policy. Of these, 41 are Modern Apprenticeships.

(g) Figures for our electricity and gas costs and consumption (across 26 sites where monitoring takes place) show that our total energy consumption this year to date is 4% less than our energy consumption for the same period last year with an associated cost reduction of 5%.

(h) 18 of our top 21 major projects were assessed as "Green" in terms of overall progress, as at December-17. 3 projects were assessed as "Amber" (Hawick Flood Protection Scheme, Wilton Lodge Park, Union Chain Bridge).

5.2 **Performance measures – summary of challenges**

(a) There were no loans awarded in Q3 2017/18 under the Scottish Borders Business Loan Fund. There was one application, which has been deferred for more information. The Advisers focus on loan funding is on Business Loans Scotland, the national loan scheme which attracts European funding and which each region is targeted on. Applications are taken on a reactionary basis but are still discussed with clients and this is viewed as an important product by the advisers.

(b) During Q3 of 2017/18, an *average* of 84% of invoices were paid within 30 days, and by the end of that quarter, SBC had actually reached 86%, demonstrating a positive trend. Of the 22,710 invoices processed by SBC in Q3 2017/18, 98% were made electronically.

(c) The number of incidents of domestic abuse reported has increased by 162 in the first three quarters of 2017/18 when compared to the same period in 2016/17, and equates to a 22.2% increase. The Pathway Project and its partner agencies are now able to offer a range of courses to frontline practitioners on domestic abuse.

(d) There has been a 20.4% increase in (Group 1-5) recorded crimes in 2017/18 when compared to the same time period in 2016/17. This equates to 465 additional victims

(e) Un-vetted figures for the numbers killed or seriously injured show that unfortunately there were 2 fatalities and 14 serious causalities on Borders roads during the third quarter of 2017. SBC's focus, with

partners, is on education, enforcement, engineering as well as encouragement (working with users and user groups to change behaviours) and evaluation (effectiveness of interventions and initiatives);

(f) In Q3 2017/18, 70% of Complaints at Stage Two were closed within the target of 20 days, compared to 80.5% in Q2 2017/18. The low number of complaints handled at Stage 2 can result in significant fluctuations in the performance when just a few complaints are not handled within timescales. 84.8% of complaints at Stage One were closed within the target of 5 days compared to 88.7% in Q2 2017/18.

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 LIVE BORDERS PERFORMANCE REPORTING

6.1 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being met. Within this Framework, a set of performance measures were proposed, under each outcome, to be refined and developed over time once the Integrated Trust is more established.

6.2 **Appendix 2** presents a range of high level measures for the Integrated Trust, covering various aspects of sport and culture participation, and financial performance for Q1 and Q2 2017/18.

6.3 Sports participation was positive during Q1 and Q2, with increased participation compared to the same time last year and a continued strong membership position has driven additional footfall. Pool admissions are slightly ahead of the same time last year and are benefiting from strong "learn to swim" membership. Admissions to facilities other than pools are slightly lower than the same time last year. There has been little change quarter to quarter in terms of visits to libraries, museums, and galleries, but the number of active library users is lower than at the same time last year.

6.4 Live Borders financial performance was ahead of budgeted and a surplus of £1k was returned, £6k ahead of the target.

6.5 Live Borders Complaints Handing Procedure is now aligned with SBC's and reporting in line with the requirements of the Scottish Public Sector Ombudsman (SPSO). Q1 and Q2 complaints information is also included in Appendix 2 (there were 41 and 34 complaints received in Q1 and Q2 respectively).

6.6 Live Borders first survey to capture customer satisfaction, using the "Net Promoter Score" (NPS) was conducted in October 2017 with over 1,000 responses. NPS is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging customers' overall satisfaction with a company's product or service and customers' loyalty to the brand. Across the business, and on an index of -100 to +100, Live Borders scored

an average of +42. This is a very positive starting position and Live Borders is now using the feedback from customers to look at areas they can improve the customer journey.

6.7 In line with SBC's duty to make performance information publicly available, Appendix 2 is available on SBC's website.

7 IMPLICATIONS

7.1 Financial

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

7.2 Risk and Mitigations

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

7.3 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.

7.4 Acting Sustainably

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

7.5 Carbon Management

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

7.6 Rural Proofing

Not applicable.

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

8 CONSULTATION

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

8.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Tracey Logan **Signature .....**
Chief Executive

Author(s)

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

Background Papers:

Previous Minute Reference: Executive Committee, 21 November 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

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SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES
SUMMARY OF PERFORMANCE Q3 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 Q3 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

74.5%

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

Scotland Q2 17/18	73.9%
SB Q2 16/17	74.9%

21,855

phone interactions were logged by our **Contact Centres** in Q3 2017/18

(down from 21,657 in Q3 16/17)

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications. Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

green - **improved performance**

amber - **a minor change in performance**

red - **area for improvement**

OUR CORPORATE PRIORITIES

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018.

01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?

October 2017 – December 2017:

EMPLOYMENT RATE*

74.5%
of people **aged between 16-64** are now in employment

Scotland Q2 17/18	73.9%
SB Q2 16/17	74.9%

CLAIMANT COUNT (16-64YR OLDS)

1.5%
of **working age people** are now **out of work and claiming benefits**

Scotland Q3 17/18	2.23%
SB Q3 16/17	1.57%

CLAIMANT COUNT (18-24YR OLDS)

3.2%
of **young people** are now **out of work and claiming benefits**

Scotland Q3 17/18	3.23%
SB Q3 16/17	3.53%

PLANNING APPLICATIONS

302
received during Q3 2017/18

SB Q3 16/17	291

Funding First for Scottish Borders Firm

Scotmas Group has become the first company in the Scottish Borders to secure £90k from a new business loan scheme thanks to help from Business Gateway Scottish Borders.

The company, which manufactures chlorine dioxide for use in domestic, agricultural and light industrial water systems, currently operates from two bases in Kelso. The money secured through Business Loans Scotland will help the firm finance its expansion into one building in Pinnaclehill Industrial Estate, Kelso.

Account managed by Scottish Enterprise, the business, which employs 42 people locally and a further 10 people in offices in Chile, Egypt, Turkey, Iran, Portugal and Saudi Arabia, used the expertise of its local Business Gateway to successfully apply for the money. The loan now forms part of a £665,000 investment package that includes a £90k Regional Selective Assistance grant, which will help the family-business buy the unit outright and purchase essential equipment.

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

Our performance during Q3 2017/18

BUSINESS GATEWAY

54
new businesses were created with our help

(up from 50 in Q3 16/17)

371
businesses were supported in Q3 2017/18

(up from 360 in Q3 16/17)

BUSINESS LOANS AND GRANTS

£0
was approved in loans over **0 successful application** to the **Scottish Borders Business Loan Fund**

(down from £40.0k in Q3 16/17)

£18.4k
was approved in grants over **7 successful applications** to the **Scottish Borders Business Fund**

(down from £26.1k in Q3 16/17)

INVOICES PAID
Invoices paid **within 30 days**

84%
on average were **paid within 30 days** in Q3 17/18

(down from 93% in Q3 16/17)

AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS*

0.0#
major applications received in Q2 17/18

(Q2 16/17 0.0 weeks)

12.0#
weeks for **non-householders**

(Q2 16/17 7.0 weeks)

7.5#
weeks for **householders**

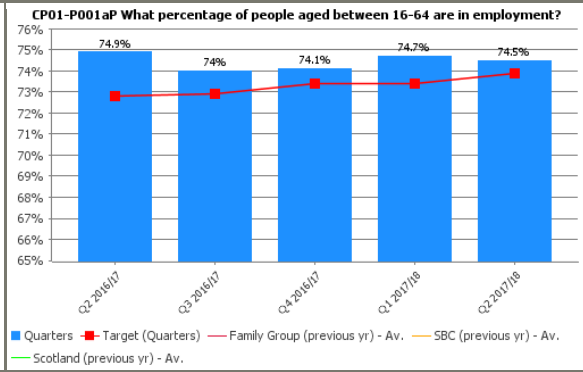
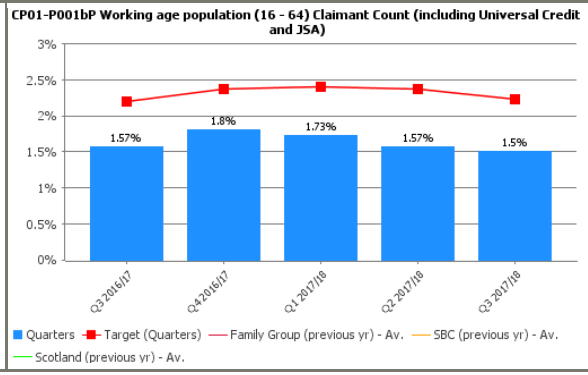
(Q2 16/17 6.7 weeks)

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data. # Unadjusted data, awaiting information from Scottish Government.

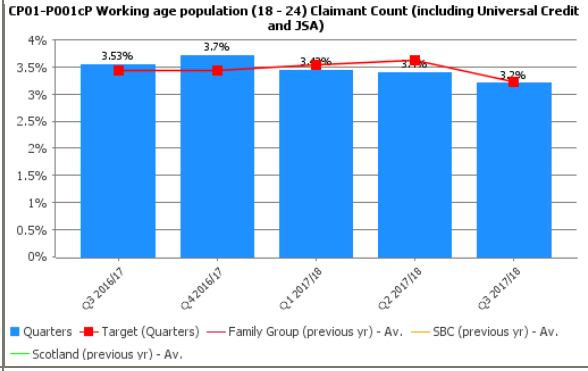
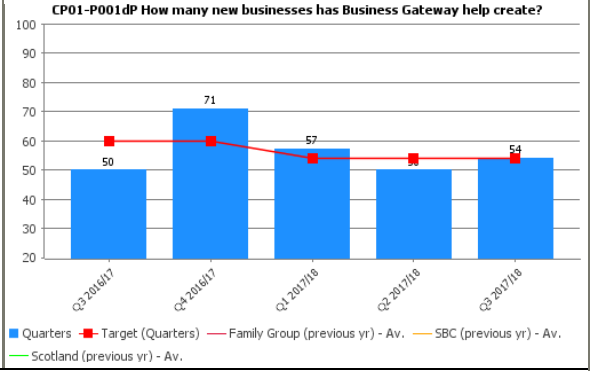
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

KEY	Indicator is:	Indicator is:	Indicator is:	Indicator is
	• On target and as forecast, *or* • In line with national trend, *or* • Showing a long term positive trend	• Just off target /off forecast, *or* • Showing longer term trends that need to be watched	• Off target & not as forecast, *or* • Out of line with national trends, *or* • Showing longer term negative trends	• For information or context only, *or* • Difficult to set a target, due to factors out with our control

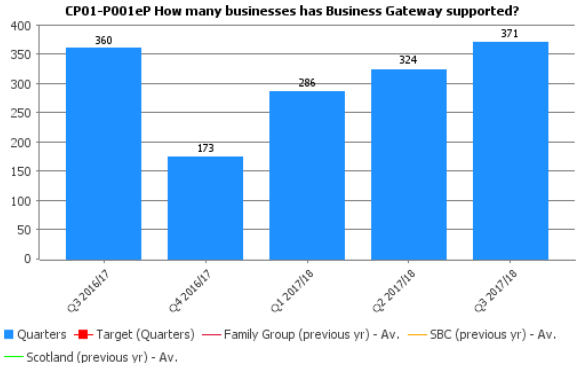
Priority 1: Sustainable Economic Development –Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Working age population (16 - 64) employment rate		74.5%	**Observations:** The number of people in work is now 53,300 (74.5%), which is 100 more than in Q1 of 2017-18. The Scottish Borders rate remains higher than the Scottish rate (73.9%) and is the same as the UK rate. Note: One Quarter lag in data. Note: Red "target" line indicates National Rate		Bryan McGrath
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)		1.5%	**Observations:** The average rate of people aged 16-64 claiming out of work benefits was 1.5%, lower than the Scottish rate of 2.23%. At the end of December 2017, there were 1,030 people claiming out of work benefits, which was ten less than at the end of the previous Quarter and 55 less than at the same time last year. **Note:** Red "target" line indicates National Rate		Bryan McGrath

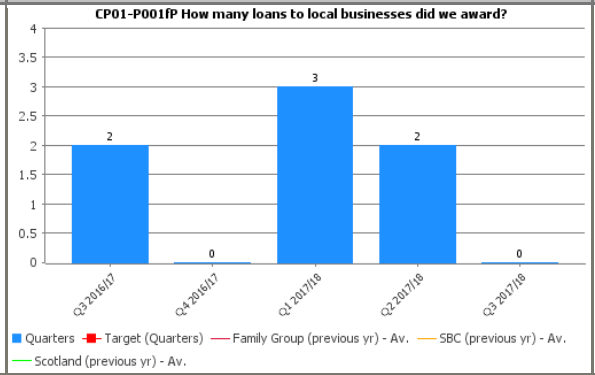
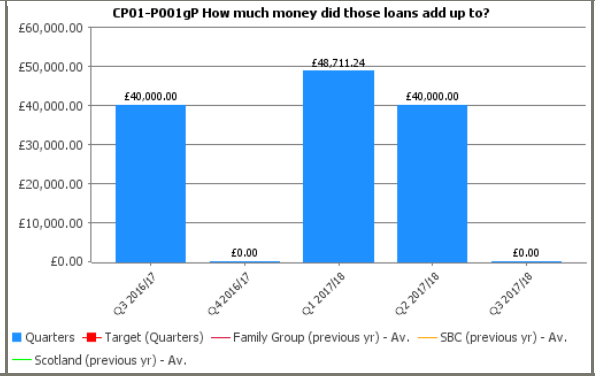
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)		3.2%	**Observations:** The average rate of people aged 18-24 claiming out of work benefits was 3.2% in the last Quarter, lower than the Scottish average of 3.23%. At the end of December 2017, there were 250 young people claiming out of work benefits, which was 15 less than at the end of the last Quarter and 25 less than at the same time last year. **Note:** Red "target" line indicates National Rate		Bryan McGrath
Number of new Business Start Ups -Through Business Gateway		54	**Observations:** The start-up team has been continuing to work with new business start-ups across the region. A total of 54 new start-ups have been assisted in this period, in line with expectations. There was no slow down prior to the Christmas holiday period and targets were achieved. The continued activity by the start-up team means that we remain on track to achieve our annual target.		Bryan McGrath

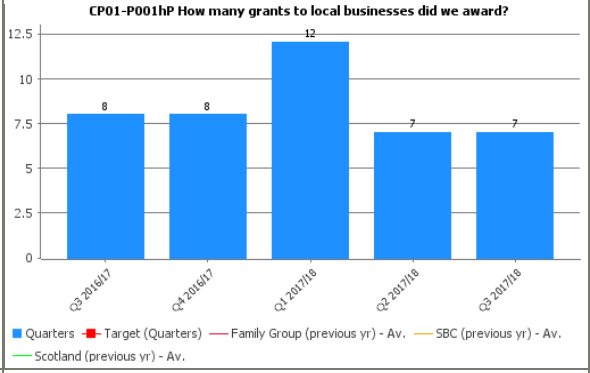
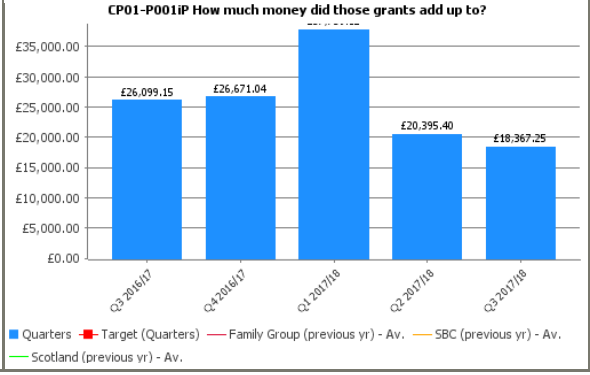
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Business supported through Business Gateway		371	**Observations:** This number is in line with expectations and will include a mix of first time contacts and follow-up contacts. Advisers will prioritise their time for companies that have high growth potential, but will ensure every company receives appropriate time and guidance. The number also reflects the very successful business conference held in October, which 122 businesses attended. The positive feedback from this event means we will aim to deliver this again next year and consider making it an annual event.		Bryan McGrath

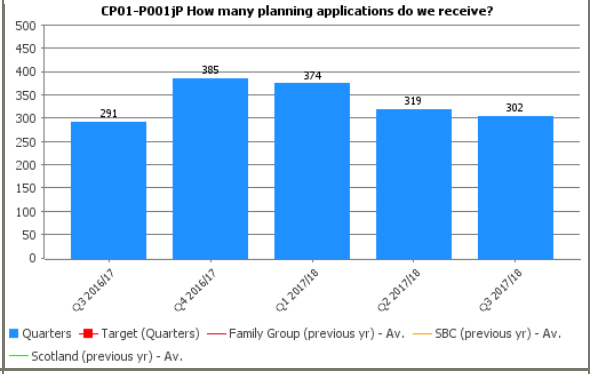
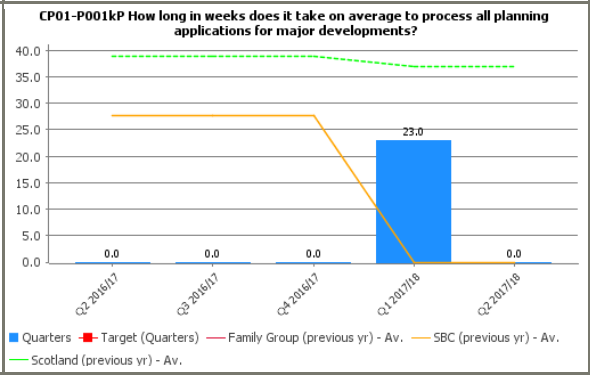
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Scottish Borders Business Loan Fund - Number of loans		0	**Observations** No loans were awarded in this Quarter. There was one application, which has been deferred for more information. Advisers focus on loan funding is on Business Loans Scotland, the national loan scheme which attracts European funding and which each region is targeted on. Applications for the SBLF are taken on a reactionary basis but are still discussed with clients. This is viewed as an important product by the advisers.		Bryan McGrath
Scottish Borders Business Loan Fund - Value of loans		£0			Bryan McGrath

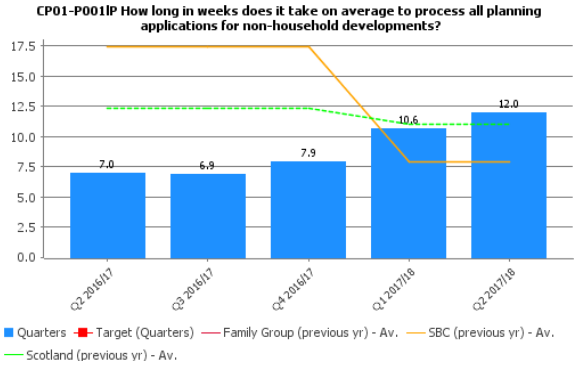
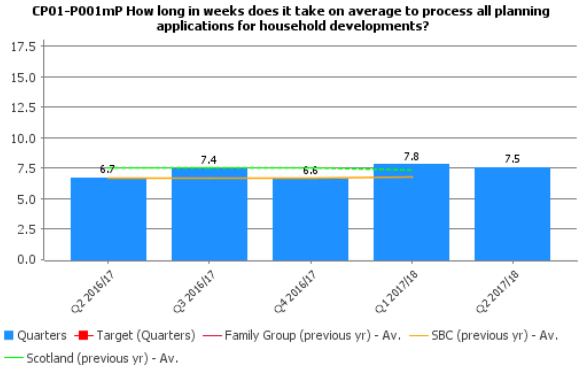
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Scottish Borders Business Fund - Number of grants		7	**Observations** The number of grants awarded in this Quarter was unchanged from the previous Quarter with 7 grants approved from 11 applications. The £18,367 awarded in this Quarter is expected to create leverage of £22,909 in private sector project spend. It is predicted that 10.5 (FTE) jobs will be created and 8 jobs safeguarded as a result of these projects. Sectors supported include textiles, retail, and farming.		Bryan McGrath
Scottish Borders Business Fund - Value of grants		£18,367.25			Bryan McGrath

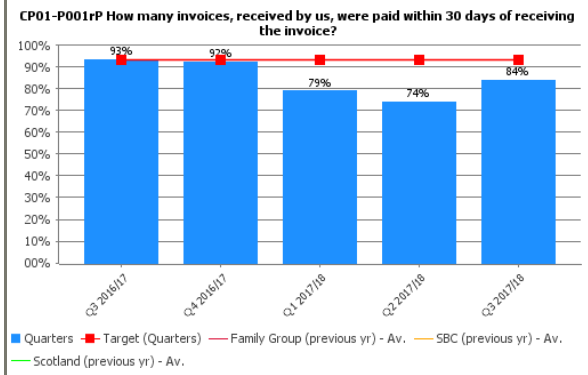
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Planning Applications Received		302	**Observations:** The number of applications, at 302, is 17 lower that Q2 2017/18 and 11 higher than Q3 2016/17. However, the number of applications received year to date is 995, 56 (6%) higher than 939 for Q3 2016/17 year to date.		Ian Aikman
Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)		0.0	**Observations:** This is unadjusted. Adjusted figures are awaited from Scottish Government.		Ian Aikman

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)		12.0	**Observations:** This is unadjusted. Adjusted figures are awaited from Scottish Government. The figure of 12.0 weeks in Q2 compares to 10.6 weeks in Q1 2017/18 and 7.0 weeks in Q2 2016/17.		Ian Aikman
Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)		7.5	**Observations:** This is unadjusted. Adjusted figures are awaited from Scottish Government. The figure of 7.5 weeks in Q2 compares to 7.8 weeks in Q1 2017/18 and 6.7 weeks in Q2 2016/17.		Ian Aikman

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
% of Invoices paid within 30 days		84%	**How are we performing?** Of the 22,710 invoices processed by SBC in Q3, the % paid within 30 days of receiving the invoice has risen over this quarter to an average of 84% (almost 19,100). Although the figure does remain below the level prior to the introduction of Business World, month of December saw an increase to 86%, showing that the trend is moving in the right direction month on month. 98% of payments were made electronically in Q3. **Actions we are taking to improve/maintain performance:** Ordering and invoice payment remain a key area of focus for SBC and the ongoing system improvements, guidance and changes in Business World are supporting and contributing to the continuous improvement of performance.		Kathryn Dickson

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

HOW ARE WE DOING?

Flag raised as first day of new Kelso High marked

The new Kelso High School welcomed pupils for the first time on Tuesday 14 November. The £22.5million facility will provide a host of modern facilities for pupils and the community to enjoy. There was a short ceremony to mark the first day at which some pupils from Kelso Pipe Band played. Ellis Murray and Councillor Carol Hamilton, Executive Member for Children and Young People cut the ribbon. The historic Kelso High flag was raised by Head Boy, Charlie Graves and Head Girl, Aimee Martin. The flag had flown at the old high school for many years and was lowered in a ceremony on Tuesday 7 November to mark its last day.

Facilities at the new school include a 3G sports pitch and 2G hockey pitch, grass playing fields, 100 metre sprint track, long jump pit, netball court, eco-garden pond, space for an orchard and allotment, outdoor classroom, arts and craft garden. A new library and gym is also part of the facilities on offer.

The hard work of our project team, alongside partners, resulted in the new school being completed by its autumn 2017 target.

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

Our performance during Q3 2017/18

Achievement of Curriculum for Excellence (CFE) LEVELS 2016/17: PRIMARY SCHOOL

PERCENTAGE OF PUPILS ACHIEVING EXPECTED RESULTS

READING		WRITING		LISTENING		NUMERACY	
Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland	Scottish Borders	Scotland
PRIMARY 1 – EARLY LEVEL							
81%	80%	76%	77%	85%	85%	81%	83%
PRIMARY 4 – FIRST LEVEL							
81%	77%	77%	71%	87%	83%	78%	75%
PRIMARY 7 – SECOND LEVEL							
80%	76%	74%	69%	85%	81%	71%	70%

ATTENDANCE (OCTOBER – DECEMBER 2017/18 SCHOOL YEAR)

94.69%
pupils **attended** their **primary school**

Scottish average for 14/15 = 95.1%

90.34%
pupils **attended** their **secondary school**

Scottish average for 14/15 = 91.8%

EXCLUSIONS (OCTOBER – DECEMBER 2017/18 SCHOOL YEAR)

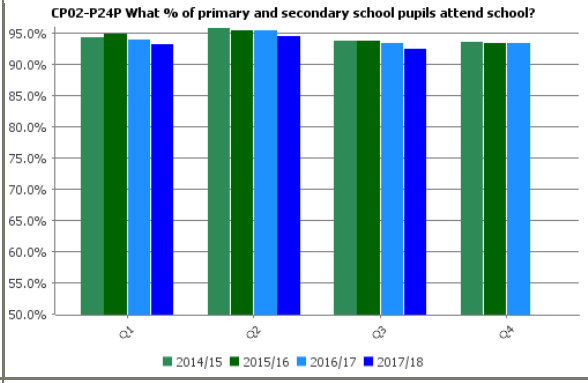
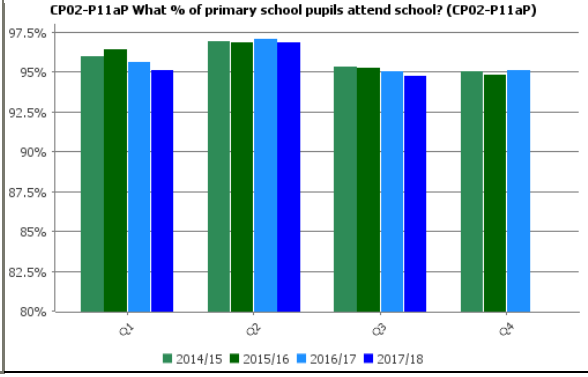
13 primary

64 secondary

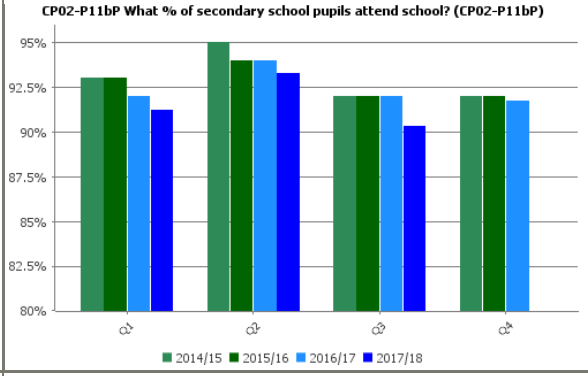
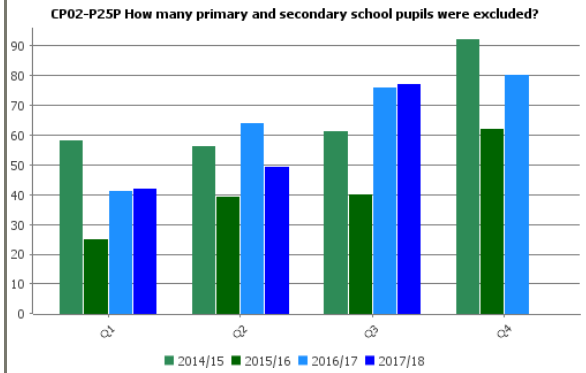
OCT – DEC 16/17 12 Prim / 65 Secon

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data.

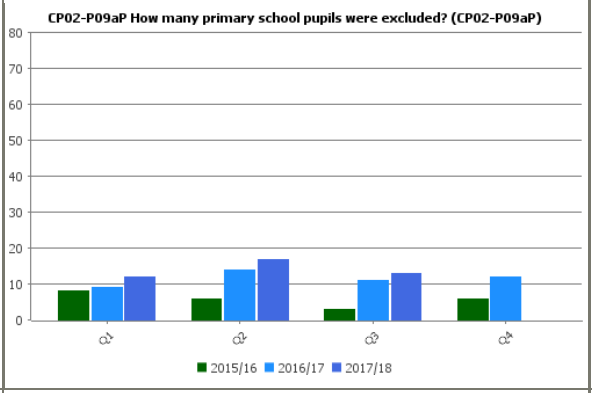
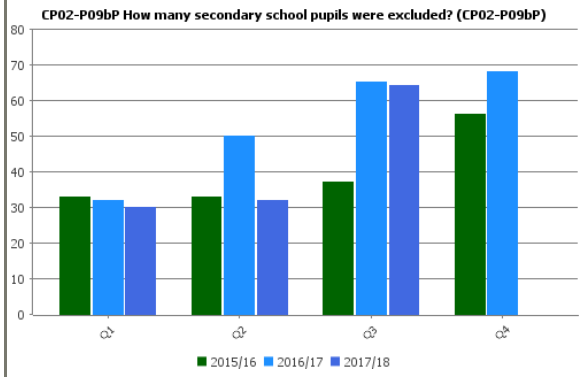
Priority 2: Improving attainment & achievement levels – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
What % of primary and secondary school pupils attend school?		92.5%	**How are we performing:** Q3 has traditionally seen a lower level of attendance in comparison to Q2. Primary and Secondary attendance remains consistent with previous years, showing a lower level of attendance. **Actions we are taking to improve/maintain performance:** Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence has been a priority during this academic year. During Q3 we have had extensive festive holidays which tend to decrease overall attendance during this period.		Donna Manson
What % of primary school pupils attend school?		94.69%	**How are we performing:** Q3 has traditionally seen a lower level of attendance in comparison to Q2. Primary attendance remains consistent with previous years showing a higher level of attendance. **Actions we are taking to improve/maintain performance:** Continued monitoring of absences with attention being paid to the reasons for authorised and unauthorised absence being analysed regularly.		Donna Manson

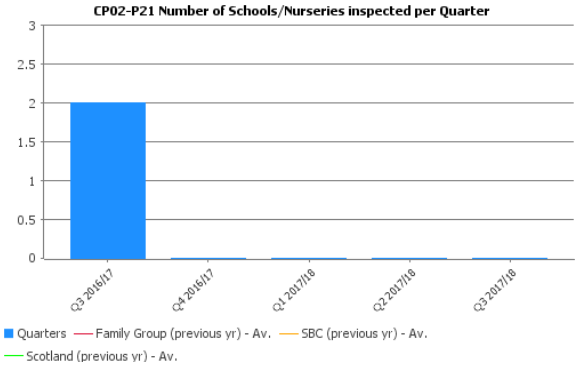
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
What % of secondary school pupils attend school?		90.34%	**How are we performing:** Q3 traditionally has a lower level of attendance with schools due to the holiday season. **Actions we are taking to improve/maintain performance:** Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence is a priority.		Donna Manson
How many primary and secondary school pupils were excluded?		77	**How are we performing:** Q3 has seen a similar number of pupils excluded this year in comparison to the same period last year. Q3 is the first full three month of the new academic year with the festive break and mid-term breaks included. 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). **Actions we are taking to improve/maintain performance:** 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 consistent levels realised in Q3 2017/18 (in line with Q3 2016/17) has resulted from action planning within specific school contexts to ensure a clear focus on managing and ultimately reducing exclusions during 2017/18.		Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
How many primary school pupils were excluded?		13	**How are we performing:** Q3 is the first full 3 month of the academic year. Traditionally this quarter has seen an increased level of exclusion and 2017/18 follows this trend. **Actions we are taking to improve/maintain performance:** Continued monitoring of exclusion with an emphasis on inclusion where possible is the focus of all schools. The increase in exclusions during Q3 has been limited to schools with a high level of pupils which has traditionally been the case within the primary school population. Continued monitoring and consistent robust actions within the effected schools are limiting and improving the exclusions.		Donna Manson
How many secondary school pupils were excluded?		64	**How are we performing:** Q3 has seen an increase in the number of exclusions in comparison to Q2 however the level and increasing trend is in line with previous years. The majority of the 64 pupils excluded from secondary school during Q3 were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period). **Actions we are taking to improve/maintain performance:** Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level and maintenance of exclusions in line with previous years has resulted from action planning within specific school contexts to ensure a clear focus on reducing exclusions during 2017/18.		Donna Manson

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Schools/Nurseries inspected per Quarter		0	**Observations:** There has been no School or Nursery Inspections in the Scottish Borders during Q3.		Donna Manson

Scottish Borders COUNCIL

03

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

HOW ARE WE DOING?

October 2017 – December 2017:

SELF-DIRECTED SUPPORT APPROACH

74.1%
of adults are using the **Self-Directed Support approach** (at end Dec-2017)

SB December '16 50.0%

DOMESTIC ABUSE

891#
reported incidents of **domestic abuse**

SB Q3 16/17 729

CRIMES AND OFFENCES

2,745#
group 1-5 crimes and offences were recorded

SB Q3 16/17 2,280

WELFARE BENEFITS SERVICE

315
people contacted our **Welfare Benefits Service** receiving **over £1,602k in additional benefits**

SB Q3 16/17 698

don't buy it, don't supply it underage drinking campaign

Community Safety Partners have collaborated in a campaign aimed at reducing instances of underage drinking. Based around a project undertaken by the TD1 Youth Hub and Galashiels Academy, the campaign was aimed at those who might be tempted to supply or buy alcohol for young people and promote new legislation creating an offence for an adult to supply alcohol to a person under 18 for consumption in a public place.

Police and partners carried out activities, coupled with local and social media coverage and visual advertising. Licensed premises received a poster and briefing material. Facebook and twitter images coupled with the use of plasma screens promoted the message across the Borders. Facebook had over 22,000 views during the festive period campaign, key points throughout the year will be used to reinforce the key messages.

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

Our performance during Q3 2017/18

CARE AT HOME

77%
of **adults (aged 65yrs+) received care at home** compared to a care home /residential setting (at end December 2017)

(above our target of 70%)

LOOKED AFTER CHILDREN

230
looked after and **accommodated children** (at end December 2017)

(down from 235 at end of Sept 2017)

ADULT PROTECTION DURING Q3 2017/18

79
concerns were **raised**

(up from 52 in Q3 16/17)

CHILD PROTECTION

154
inter-agency discussions (Initial Referrals Discussions) concerning the **safety of a child held**

(down from 165 in Q3 16/17)

NEW SERVICE USERS

97%
of **new service users** received a service **within 6 weeks of assessment** (at end December2017)

(down from 98% in Sept 2017)

84%
of **looked after children** (across all ages) were **living within a community family based placement** (at end December 2017)

(down from 85% in Sept 2017)

40
investigations were **carried out**

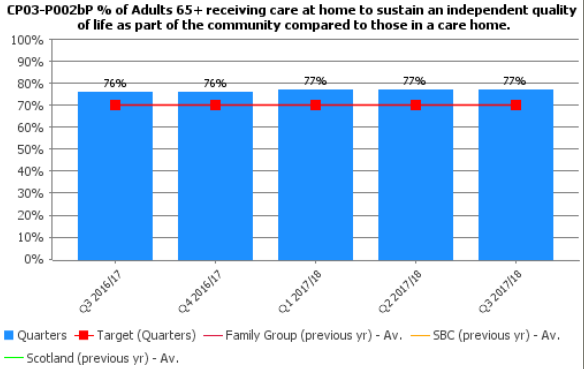
(down from 25 in Q3 16/17)

32
children on the **Child Protection Register** at end December 2017

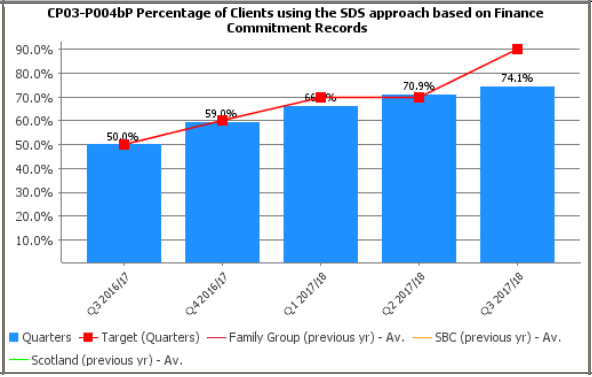
(down from 35 at end of Sept 2017)

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *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
% 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.		77%	**How are we performing:** The % of adults over 65 receiving care at home to sustain an independent quality of life has remained consistently above the target and around 76-77% for the past 6 quarters. **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.		Murray Leys

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records		74.1%	See below		Murray Leys

How are we performing:

The % of adults who are now directing their own care and support has increased in Q3. We continue to strive to meet our ambitious targets and meet the goal of all clients using the SDS approach by the end of 2018 (internal target increased to 90% this quarter and will increase further to 100% in Q4 17/18 as per Government Directive).

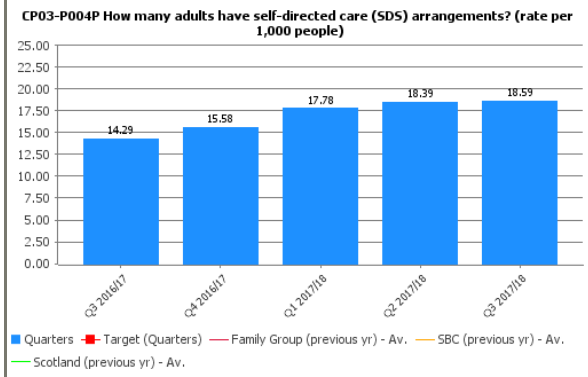
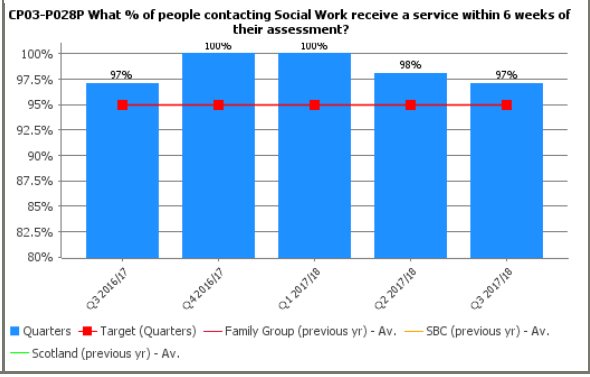
Actions we are taking to improve/maintain performance:

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.

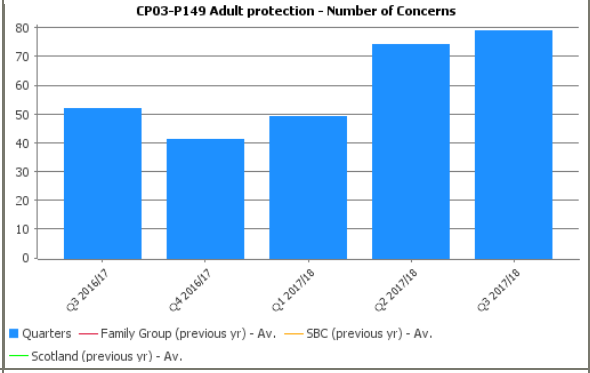
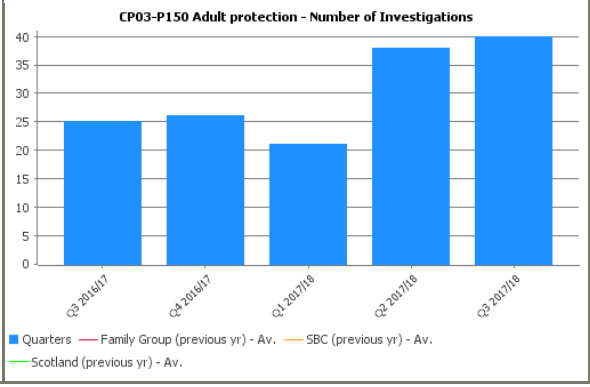
Recent publication by the Scottish Government show the Variation in SDS implementation rates by local authority, 2015-16. The current Scottish Average is 26% however Scottish Border Council is listed as 16%. This measurement takes into account all clients receiving any service and may count them multiple 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.

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.

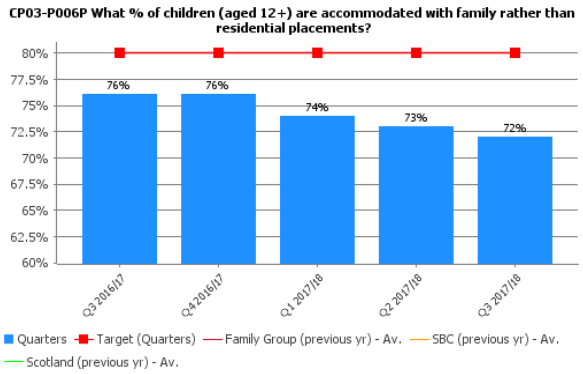
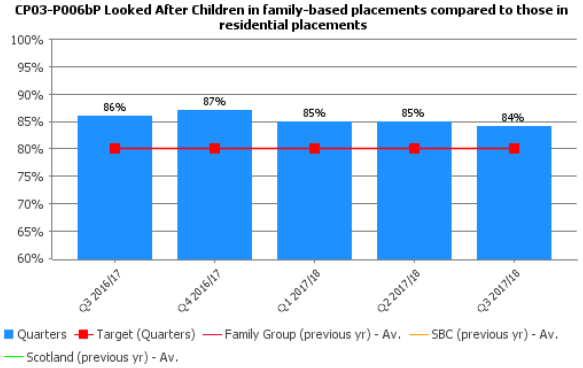
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Adults with self-directed care arrangements per 1,000 population		18.59	**Observations:** 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. 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. However, indications from the Local Government Benchmarking Framework (LGBF) show that Scottish Borders has one of the highest rates of take up in Scotland.		Murray Leys
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)		97%	**How are we performing:** The % of new service users receiving a service within 6 weeks of assessment continues to meet and exceed target. The majority of clients exceeding the 6 week delivery time are clients with complex needs. This increased delivery time is due to the need for multiple levels of service support. **Actions we are taking to improve/maintain performance:** 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%.		Murray Leys

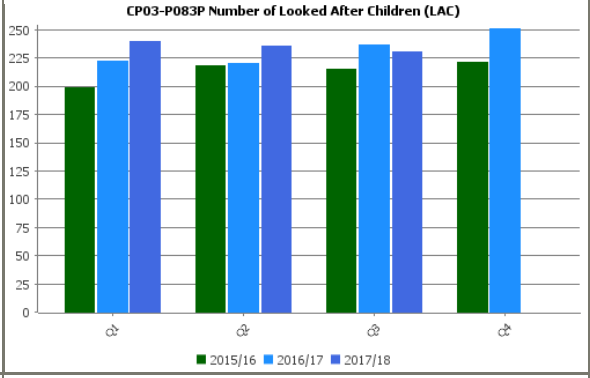
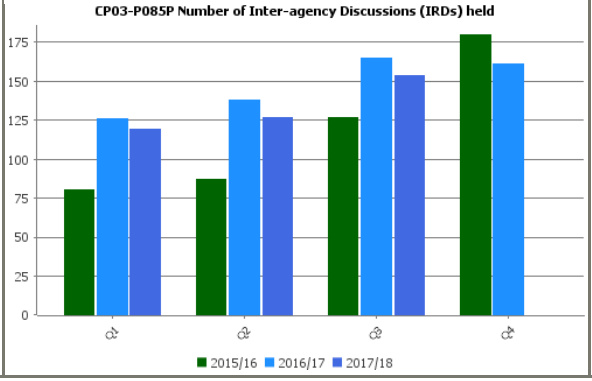
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Adult protection - Number of Concerns		79	**Observations:** We continued to see an increasing trend in the number of concerns raised. Q3 has seen the highest number of concerns raised within any quarter and 2017/18 appears to have some of the highest level experienced.		Murray Leys
Adult protection - Number of Investigations		40	**Observations:** We continue to see a rise in the number of investigations undertaken for Adults at Risk. Traditionally Q2 shows a peak in the number of investigation however this year the number of investigation continue to rise and Q3 is currently shows the highest number of investigations.		Murray Leys

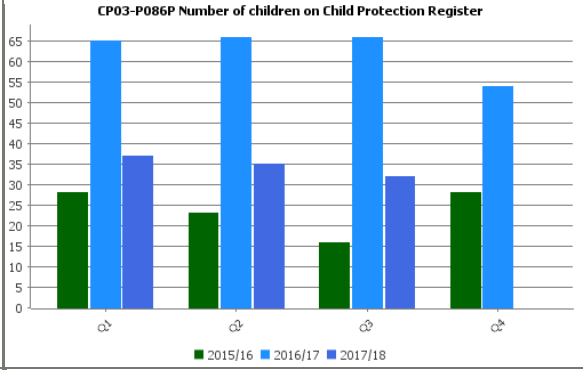
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Looked After Children (aged 12+) in family-based placements compared to those in residential placements		72%	**How are we performing:** Although the overall % trend has been declining over the past 3 quarters (which is also true of the overall number of children being looked after) we have seen a small increase during the last month of Q3. The placement of children above the age of 12 in a family setting remains challenging and is consistently lower than our overall ability to place all ages in a family setting. **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 carer and with continued support and recruitment the ambitious target of 80% will be achievable. We continue to focus on the promotion of foster care and kinship care specifically for the teenage age group.		Ann Blackie
Looked After Children (All ages) in family-based placements compared to those in residential placements		84%	**How are we performing:** We continue to meet and exceed this indicator and ensure the majority of looked after children are placed within a family setting. **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 family settings available and specifically those who are able to accept children over the age of 12 years.		Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Looked After Children (LAC)		230	**Observations:** Q3 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 influence 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		Ann Blackie
Number of Inter-agency Referral Discussions (IRDs) held about a child		154	**Observations:** 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 a stability.		Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of children on Child Protection Register		32	**Observation:** 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.		Ann Blackie

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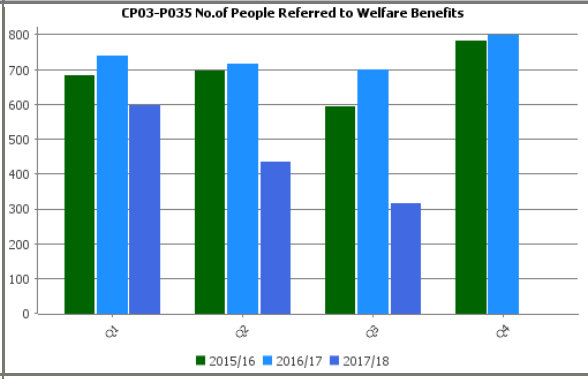
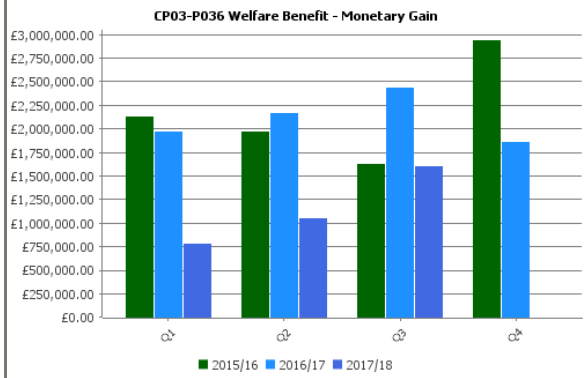
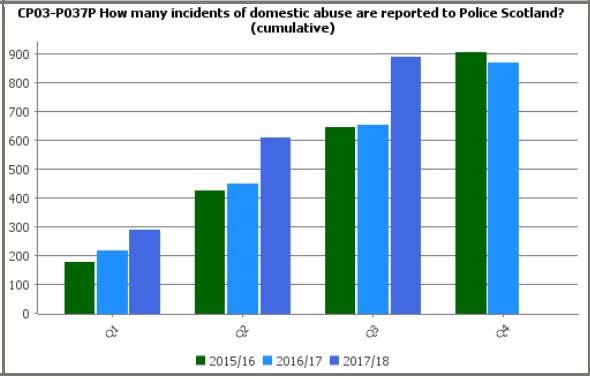
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
No. of People Referred to Welfare Benefits		315	**Observations:** As of 1 November 2017 Customer Services and the Homelessness and Welfare Benefits Services have merged and restructured to become one integrated service called Customer Advice and Support. Welfare Benefits Officers are now known as Financial Inclusion Officers, and they form part of the Financial Support and Inclusion Team along with the Scottish Welfare Fund Team. This team sits within the wider Homelessness and Financial Support Team. As was reported in Q2 a new process has been fully phased in which redirects Financial Inclusion Service calls to SBC's new Customer Advice and Support Service. This means that fewer customers are making direct contact with Financial Inclusion 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. The number of referrals received is showing a downward trend in Q3 as was the case in Q2, directly due to the new process of dealing with customer calls. The value of monetary gain is showing an increase on the last quarter. There continues to be a backlog of cases going through the administrative process and we expect this figure to increase further as this position improves. Given the change of processes and roles within the new Customer Advice and Support Service structure it is encouraging to see this figure increase. Once we have fully embedded the new structure there will be a review of PIs to reflect the new service.		Les Grant
Welfare Benefit - Monetary Gain		£1,602,422.21			Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of reported incidents of domestic abuse (cumulative) CP03-P037P		891	See below		Graham Jones

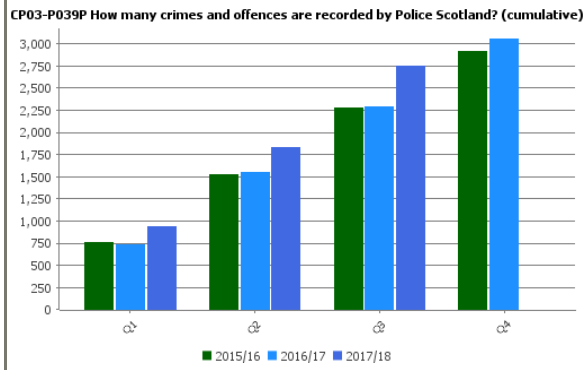
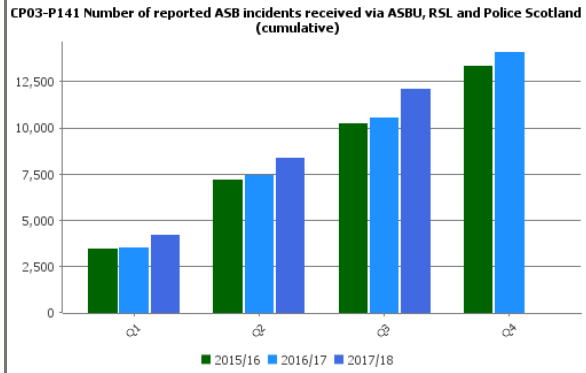
Where we are currently
- An increase of 162 reported incidents of domestic abuse to the end of the third quarter of 2017/18 when compared to the same time period in 2016/17, which equates to a 22.2% increase.

Our Successes/Our Issues
- Since starting on 30th October the Court Advocacy Service has received 85 referrals, including re-referrals for breaches of bail. This has significantly exceeded the expectations in the first quarter of reporting. The Court Advocate has worked extremely hard to develop effective partnerships with COPFS (Crown Office Procurator Fiscal Service), VIA (Victim Information and Advice) and Victim Support and the anecdotal feedback is that the court system is finding the new service extremely valuable. Sheriffs are now beginning to see the benefit of additional information relating to domestic abuse risk.
- The CEDAR (Children Experiencing Domestic Abuse Recovery) Participation worker has been in post for 3 months and is working with CEDAR Graduates to find a way to raise awareness of CEDAR within schools.
- The CEDAR Borders Conference was a great success with delegates from all sectors attending and guest speakers providing valuable contributions. The VOMO (Voice of My Own) /CEDAR production was premiered at the conference and will be further developed as a training and awareness raising tool.
- The Safe Housing Options service continues to deliver an effective partnership approach to enable victims of domestic abuse to remain safely in their own homes. Exit Interviews have shown that the vast majority of clients felt safer, more supported and had increased confidence as a result of support from the service. The Domestic Abuse Advocacy Outreach service suffered from significant staffing issues in 2016/17 but recruitment to the service is now underway, funders have been very supportive during this challenging time.
- The DAAS (Domestic Abuse Advocacy and Support Service) has taken the decision to offer a Modern Apprenticeship position to resource the administrator role, this offers an exciting opportunity for a young person to gain the skills and experience in a specialist service, undertaking an SVQ Level 3 in Health and Social Care.

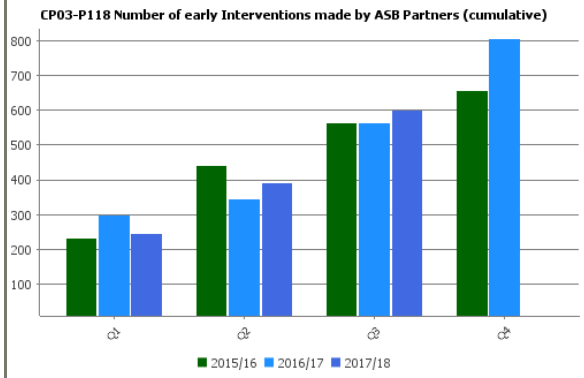
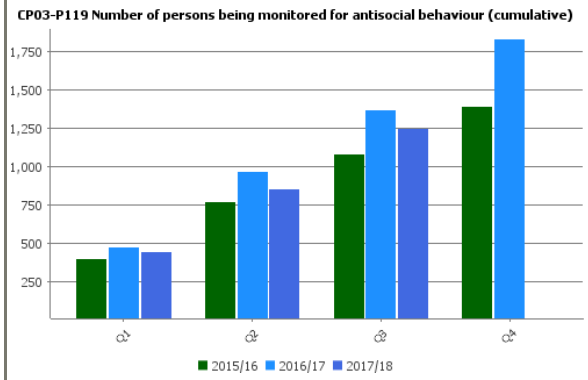
What we are doing
- The Pathway Project and its partner agencies are now able to offer a range of courses to frontline practitioners on domestic abuse, MARAC (Multi Agency Risk Assessment Conference), Risk Assessment, Responding to Trauma and FGM (Female Genital Mutilation). Evidence from evaluations is showing that there is a significant need for basic domestic abuse awareness courses, which has been built into an annual training framework, utilising e-learning where possible.
- The DAAS service was specifically mentioned in First Ministers Questions in December in response to the increase in domestic abuse incidents reported to the Police. The CEDAR project also had a visit from Paul Wheelhouse, Minister, in light of the Big Lottery Award.

Service Update
- Referrals to DAAS are significantly higher than last year for the same time period.
- MARAC continues to discuss high risk victims every four weeks. As at 12 January 2018 the number of cases discussed at MARAC is at 108 – the highest number since the process was introduced to the Borders in April 2013. By year end this number will have increased further. The MARAC Annual Report has now been published.

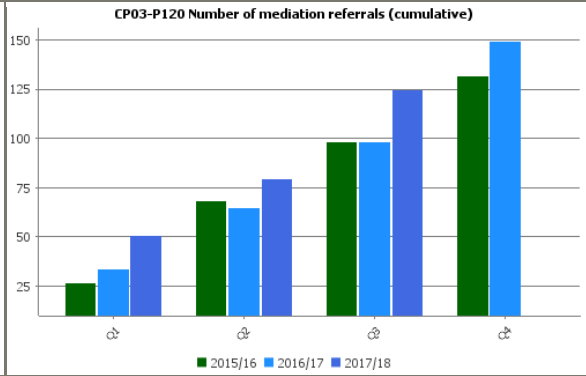
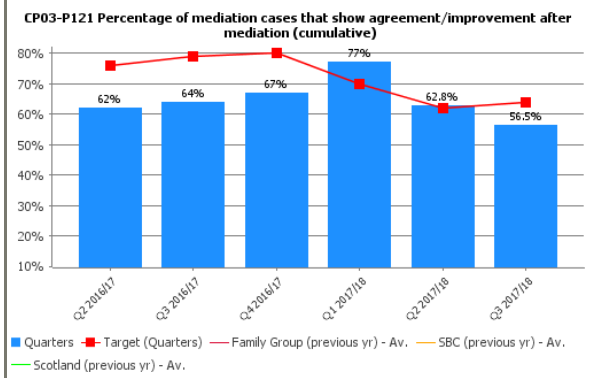
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Group 1-5 recorded crimes and offences (cumulative)		2,745	**Where we are currently** A 20.4% increase in crimes in the year to date in 2017/18 when compared to 2016/17 for the same time period. This equates to 465 additional victims. **Our Successes/Our Issues** - There has been an increase in drug related crimes and crimes of dishonesty in the year to date in 2017/18, when compared to the same time period in 2016/17, which has resulted in the overall increase in crime rates. - Within the crimes of dishonesty category shoplifting, motor vehicle crime and housebreaking have shown the largest increases in 2017/18. **What we are doing** - Ongoing proactive tactics are being implemented by Police Scotland to deter, disrupt and detect drug related crime. - Home and Vehicle security was a focus of the Police Scotland Festive campaign aimed at reducing housebreaking and motor vehicle thefts.		Graham Jones
Number of ASB Incidents (cumulative)		12,113	**Where we are currently** An increase of 1574 reported incidents for the year to date in 2017/18 when compared to 2016/17 for the same time period. This equates to a 14.9% increase. **Our Successes/Our Issues** - There has been an increased number of incidents in Galashiels and Hawick particularly in relations to youths. **What we are doing** - A series of workshops are being planned to bring together all relevant partners to focus on specific, persistent antisocial behaviour issues and find a way forward to reduce antisocial behaviour incidents.		Graham Jones

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of ASB Early Interventions		596	**Where we are currently** An increase of 34 interventions in the year to date in 2017/18 when compared to 2016/17, which equates to a 6% increase. This increase in early interventions has helped to reduce the number of people being monitored for antisocial behaviour, which is positive. **Our Successes/Our Issues** We continue to work as a partnership to share information and respond in a coordinated way. **What we are doing** We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.		Graham Jones
Number monitored for ASB		1,245	**Where we are currently** 121 fewer persons being monitored for antisocial behaviour in the year to date when compared to the same time period in 2016/17, which equates to an 8.9% reduction **Our Successes/Our Issues** - The 8.9% reduction in people being monitored for ASB and the increase in early interventions made by partner agencies by 6% is positive. **What we are doing** - We are continuously looking at what other agencies do or what diversions can be implemented. - A formal process exists between partner agencies to take a consistent approach to addressing antisocial behaviour.		Graham Jones

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of referrals to mediation		124	**Where we are currently** An increase of 26 referrals in the year to date when compared to the same time period in 2016/17, which equates to a 26.5% increase. **Our Successes/Our Issues** The increase in referrals to the service is positive. **What we are doing** Increased integration of the mediation service into the daily operations of the ASBU. Awareness raising of the service.		Graham Jones
% of mediation referrals showing improvement		56.5%	*Note: Red line shows prior year position.* **Where we are currently** A 7.5 percentage point reduction in the cases that show agreement/improvement after mediation in the year to date in 2017/18 when compared to 2016/17. **Our Successes/Our Issues** - Success rates for mediation are very dependent on the type of cases that are taken on, which cannot always be predicted. An analysis of cases will look at what factors impact on success rates. **What we are doing** - Partners have been given refresher training as to when it is best to refer a case. The earlier they are referred the better chance there is of success.		Graham Jones

Scottish Borders COUNCIL

04

BUILD THE CAPACITY AND RESILIENCE
OF OUR COMMUNITIES AND VOLUNTARY SECTOR
HOW ARE WE DOING?

April 2017 – December 2017:

TWEEDDALE

The following funding has been awarded in 17/18

£18.0k Quality of Life Projects

£17.1 k Neighbourhood Small Schemes

£22.5k Community Grants Scheme

LOCALITIES BID FUND

17 Projects

£122.4k Funding Requested

BERWICKSHIRE

The following funding has been awarded in 17/18

£5.5k Quality of Life Projects

£38.1k Neighbourhood Small Schemes

£16.7k Community Grants Scheme

LOCALITIES BID FUND

11 Projects

£114.8k Funding Requested

EILDON

The following funding has been awarded in 17/18

£12.2k Quality of Life Projects

£33.4 k Neighbourhood Small Schemes

£33.8k Community Grants Scheme

LOCALITIES BID FUND

17 Projects

£130.3k Funding Requested

TEVIOT & LIDDESDALE

The following funding has been awarded in 17/18

£12.7k Quality of Life Projects

£12.2 k Neighbourhood Small Schemes

£10.7k Community Grants Scheme

LOCALITIES BID FUND

14 Projects

£74.8k Funding Requested

CHEVIOT

The following funding has been awarded in 17/18

£20.2k Quality of Life Projects

£20.2 k Neighbourhood Small Schemes

£3.3k Community Grants Scheme

LOCALITIES BID FUND

3 Projects

£49.6k Funding Requested

YOUR IDEAS YOUR VOTE

Localities Bid Fund Update

The Localities Bid Fund pilot was launched in October and received over 130 applications – of which 62 will go forward to the public vote in February.

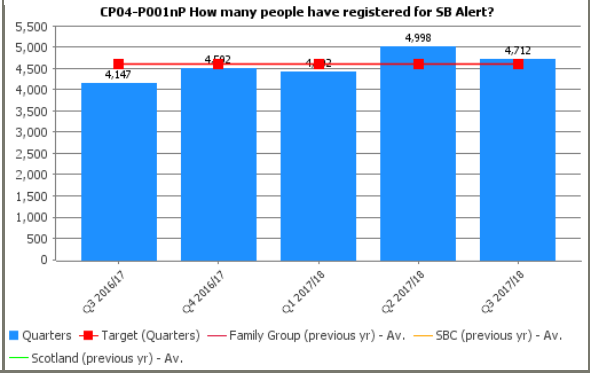
Some of the projects going forward to the public vote include community gardens and good food hubs, choirs, recycling projects for school uniforms, art projects, intergenerational community hubs and community tourism projects.

For a number of the projects that were unsuccessful, there may be other funding streams available that will ensure that their projects are funded.

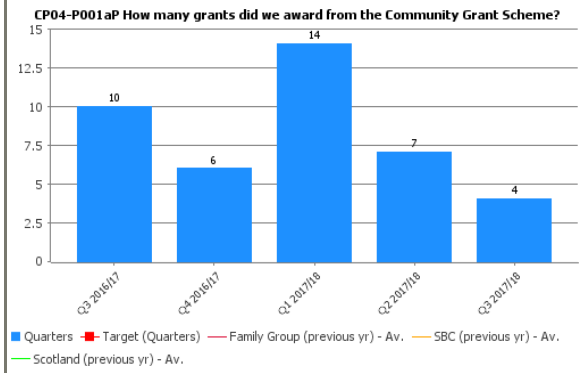
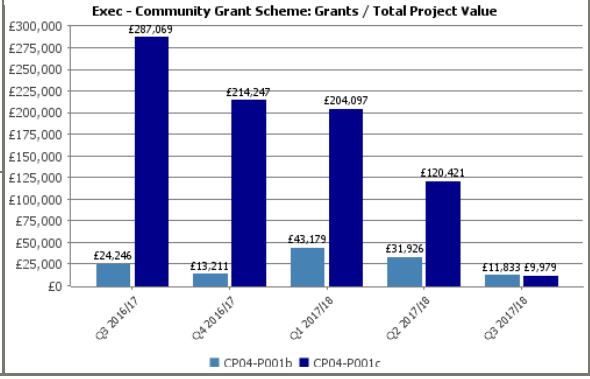
LOCALITIES BID FUND
your money your choice

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data.

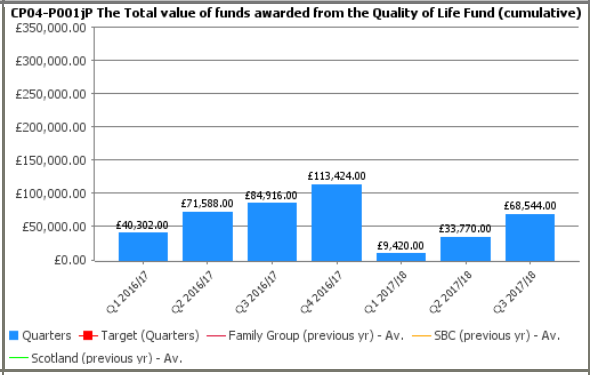
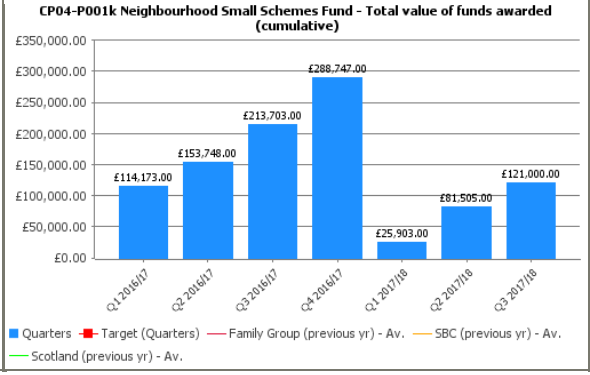
Priority 4: Communities– Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
SB Alert - No. of people registered		4,712	**Observations:** There are now 4,712 people registered with SB Alert, 565 more than Q3 2016/17.		Jim Fraser

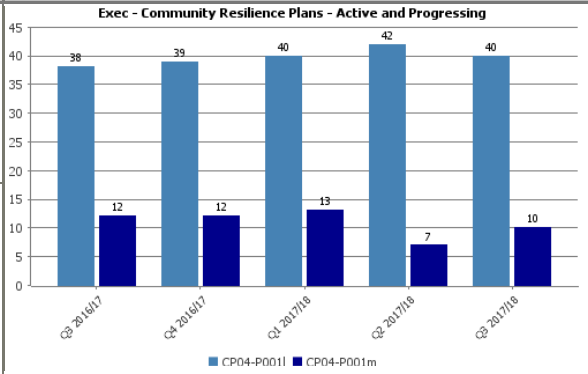
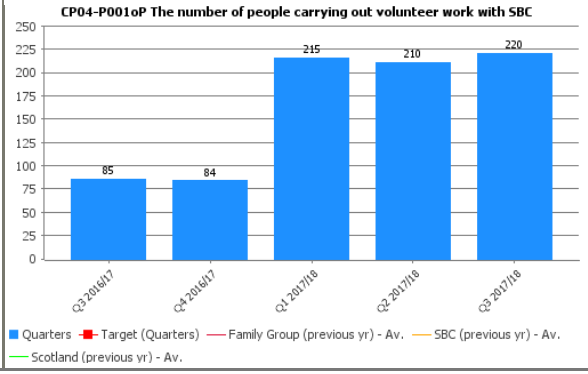
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Community Grant - No. of grants awarded		4	**Observations** Number of awards in Q3 2017/18(4) is lower the equivalent awards in Q3 2016/17(10). There are however 14 applications in progress (4 totalling £16,999 progressing to final stages of decision making) and another 10 currently in assessment). The total value of awards in Q3 2017/18 is £11,833 which is lower than £24,246 in Q3 2016/17. The total value of project costs in Q3 2017/18 is down in relation to the equivalent Q3 in 2016/17 (£287,069) however awards made in this quarter were for small projects only and the equivalent Q3 in 2016/17 included a £250k project (Kelso Rugby Football Club) which increased the total project value considerably. It is anticipated that there will be a number of community groups who were unable to obtain funding from Localities Bid Fund that may be re-directed through CGS.		Shona Smith
Community Grant - Value of funding granted		£11,833			
Community Grant Award - Total Project Cost		£9,979			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Quality of Life Fund – Total value of funds awarded (cumulative)		£68,544	**Observations:** Cumulatively to Q3 2017/18, 45 projects were awarded a total of £68,544. Of these 2 were carried forward from 2016/17. Amounts awarded ranged from £56 to £10,000 and have averaged £1,523.		Jason Hedley
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)		£121,000	**Observations:** Cumulatively to Q3 2017/18, 76 projects were awarded a total of £121,000. Amounts awarded ranged from £32 to £11,615 and have averaged £1,592.		Jason Hedley

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
No. of Active community resilience plans (cumulative)		40	**Observations:** The number of active community resilience plans now stands at 40, 2 more than in Q3 2016/17. There are currently 10 community council areas with a progressing "Resilient Communities" plan.		Jim Fraser
No. of Progressing community resilience plans (cumulative)		10			Jim Fraser
The number of people carrying out volunteer work with SBC		220	**Observations:** 220 people have carried out volunteer work with SBC from those services reporting, during Q3, an economic benefit to the Borders of £16,370.79.		Shona Smith

05

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

July 2017 – September 2017:

HOUSEHOLD WASTE

40.22%

of our **household waste,** on average, was **recycled over the last 12 months**

SB Q3 2016	39.04%

HOUSEHOLD WASTE

59.52%

of our **household waste** was **sent to landfill,** on average, over the last 12 months

SB Q3 2016	60.70%

HOUSEHOLD WASTE

0.26%

of our **household waste** required **'other' treatment,** on average, over the last 12 months

SB Q3 2016	0.26%

COMMUNITY RECYCLING CENTRES

57.42%

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

(up from 55.99% in Q3 2016)

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

Our performance during Q3 2017

ROAD SAFETY

2#

people were **killed on our roads** in Q3 2017

SB Q3 2016	2

ROAD SAFETY

14#

people were **seriously injured on our roads** in Q3 2017

SB Q3 2016	19

Drivewise Borders

The Drivewise Borders is a scheme designed to help improve a driver's knowledge and skills at various stages of their driving life. The scheme is overseen by the three main emergency services, former British Touring Car champion John Cleland, IAM Roadsmart, Scottish Borders Council and several local businesses, and is divided into three programmes.

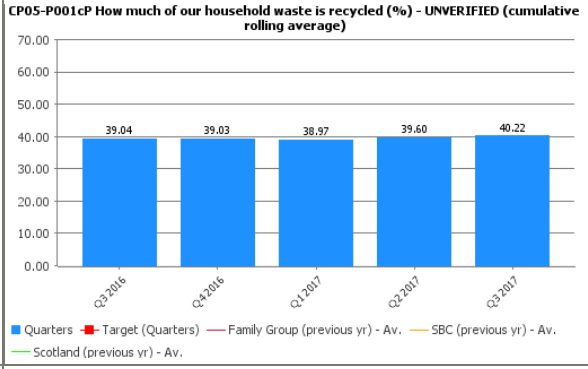
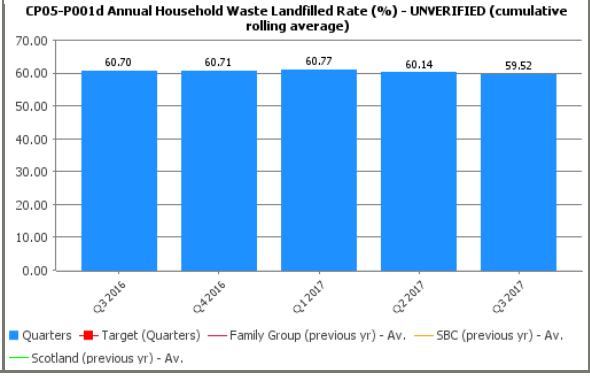
The under-17s programme took around 700 pupils from all nine of the region's secondary schools to Charterhall, a disused airfield. There, they were taught and tested on cars supplied by Volvo. The aims were to familiarise the students with basic knowledge of driving, road rules and to introduce good driving habits and behaviour.

The 17-25 programme aims to improve the knowledge and driving skills of the student. The student pays an up-front fee and on successful completion of an intensive IAM (Institute of Advanced Motorists) advanced driving course with final assessment drive, the student gets the fee refunded and a year's membership to the IAM.

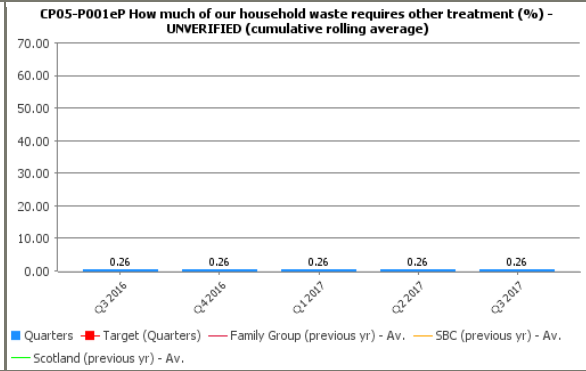
The other side of the programme is a refresher for over-65s. This provides an opportunity for older drivers over 65 years of age to update their driving skills and confidence on the road as well as refreshing their knowledge of the Highway Code and modern driving techniques. In 2017, 106 older drivers attended this module at various locations across the Borders.

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data. # Un-vetted data.

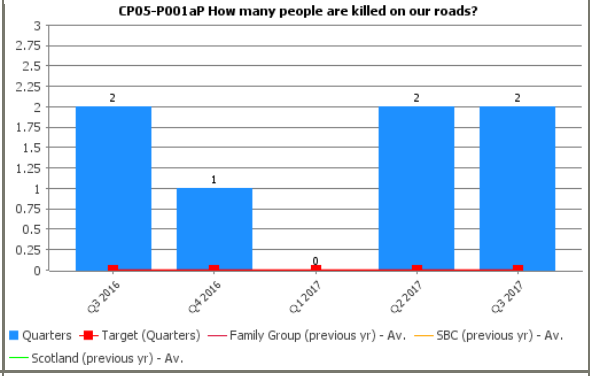
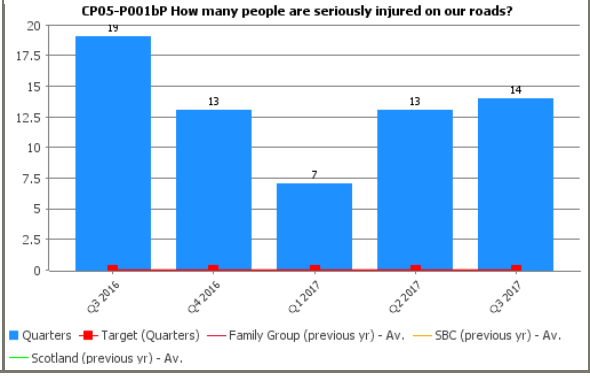
Priority 5: High Quality Environment – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)		40.22%	**Observations:** 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 dry mixed recyclate collected at the recycling centres during this period and a slight decrease in the waste collected. Future data will help inform this.		Ross Sharp-Dent
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)		59.52%	As the recycling rates have very slightly increased, the landfill 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. Note: we are currently looking to verify tonnages in some waste streams which could have a marginal impact on overall percentages.		Ross Sharp-Dent

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

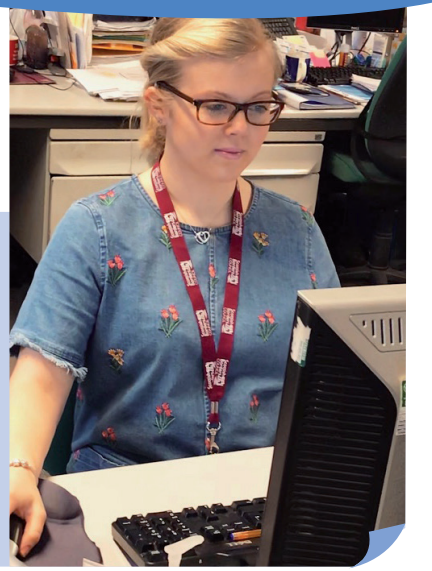
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)		0.26%	**Observations:** The percentage of waste going to "other treatment" has remained steady over the last four quarters. This is a small percentage and is related to material that was sent off for recycling but which identified as contamination through the sorting process. Note: we are currently looking to verify tonnages in some waste streams which could have a marginal impact on overall percentages.		Ross Sharp-Dent
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave)		57.42%	**Observations:** The recycling centre rate recycling rate has increased slightly which is due to an increase in green waste and dry mixed recyclate and a decrease in the waste collected at our sites. Note: we are currently looking to verify tonnages in some waste streams which could have a marginal impact on overall percentages.		Ross Sharp-Dent

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of people killed on Border Roads		2	**Observations:** Based on **Unvetted** data there were two fatalities resulting from road accidents in the Scottish Borders in Q3 of 2017. Based on U**nvetted** data there were 14 people seriously injured as the result of road accidents in the Scottish Borders in Quarter 3 of 2017.		Colin Ovens
Number of people seriously injured on Border Roads		14			Colin Ovens

06

DEVELOP OUR WORKFORCE
HOW ARE WE DOING?



October 2017 – December 2017:

Modern Apprentice progression within SBC

Emma Gibson joined SBC in April 2016 as a Modern Apprentice in our HR Shared Services Department. During her year as a Modern Apprentice, Emma studied for an SVQ in Business and Administration whilst at the same time learning on the job. At the end of the apprenticeship, Emma secured a role in SBC's Human Resources Department as a Clerical Assistant permanently and is now currently on a Secondment as an Administration Assistant within the HR Department.

Reflecting on her Modern Apprenticeship experience, Emma said 'It was really good, really beneficial, it gave me valuable experience of working within an office environment and the differences of working life as I came straight from school. It allowed me to continue to study which all came together to gain my Modern Apprentice qualification, plus the benefit of getting paid. I would definitely recommend the Modern Apprentice Scheme to everyone'.

Highlighting the benefits of Modern Apprenticeships to SBC, Clair Hepburn, Service Director, Human Resources said "The Modern Apprenticeship scheme has helped SBC to secure high quality new staff whilst providing additional opportunities for our young people in the Scottish Borders to find a route into employment that enables them to work and learn at the same time "

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

Our performance during Q3 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

52

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

(in line with 52 in Q3 16/17)

APPRENTICESHIPS

41

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

(up from 36 in Q3 16/17)

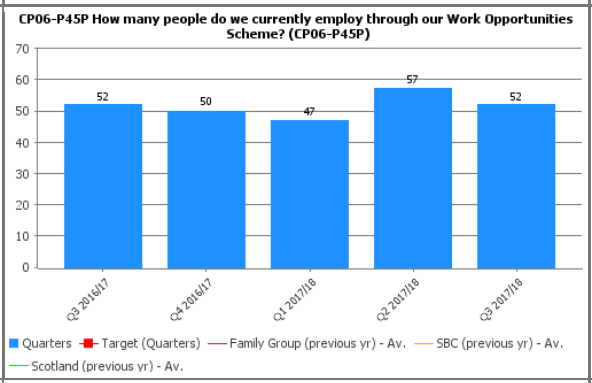
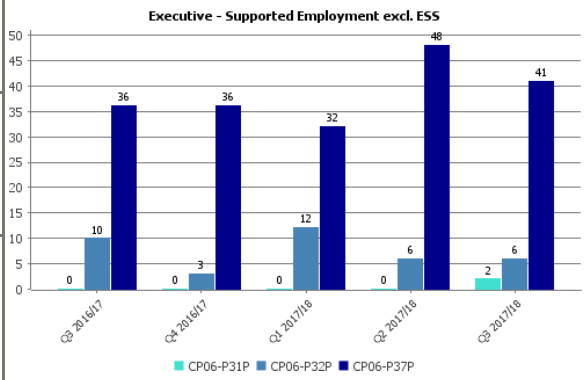
APPRENTICESHIPS

54% male **46% female**

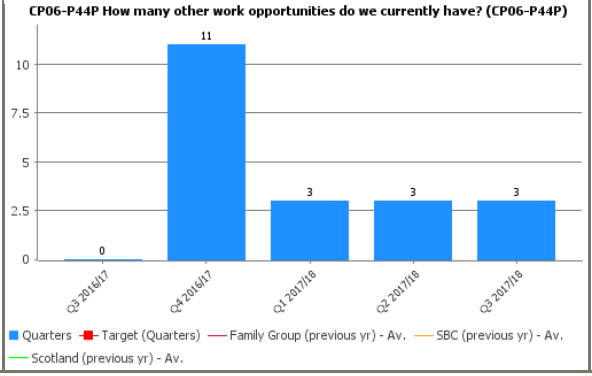
across various departments such as Human Resources, Engineering, Finance

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data.

Priority 6: Developing our Workforce – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Percentage of Working Days Lost - Council Average	CP06-P14		**Note:** 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)		52	**Observations:** There are currently 52 employment related opportunities being provided by SBC through the Work Opportunities Scheme policy.		Cathie Fancy
CP06-P31 Work Opportunities Scheme - Current Employability Fund Posts		2	**Observations:** There are currently 2 individuals on work experience in primary schools through the Employability Fund within SBC. Employability Fund placements are delivered Borders wide in a variety of work settings.		Cathie Fancy
CP06-P32 Work Opportunities Scheme - Current Student Placements		6	**Observations:** There are currently 6 students on placement within SBC, future student opportunities will be advertised shortly for summer recruitment.		Cathie Fancy
CP06-P37 Work Opportunities Scheme - Current Modern Apprentices employed within SBC		41	**Observations:** There are currently 41 apprentices employed within SBC. December 2017 seen the first Modern Apprentice (MA) forum take place where MA's came together from throughout the council to share experiences, network and learn more about the organisation. There are further MA forum dates scheduled for 2018.		Cathie Fancy

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities		3	**Observations:** There are currently 3 work experience opportunities active within SBC departments.		Cathie Fancy

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07

DEVELOP OUR ASSETS AND RESOURCES
HOW ARE WE DOING?

October 2017 – December 2017:

CAPITAL RECEIPTS

£379.9k#

was **received** from **selling our fixed assets** such as buildings to Q3 2017/18

SBC Q3 16/17 £481.5k

OCCUPANCY RATES

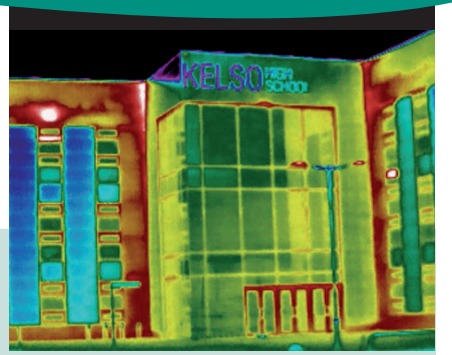
87.2%

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

SBC Q3 16/17 89%

Energy Efficiency at New Kelso High School

The New Kelso High School has been built to meet and exceed building regulations and includes number of innovative sustainable technologies. All lighting is low energy or LED with occupancy detectors to ensure lights are not left on and daylight sensors so they can be automatically dimmed or switched off if there is enough natural daylight. The school houses a Combined Heat and Power (CHP) unit which acts as a mini power station producing electricity and using the excess heat generated to heat the school. Any remaining heat required is supplied by high efficiency boilers. Pumps fans and motors have automatic speed controls to ensure the minimum energy is used to do the required job. The building is well insulated with efficient thermal glazing and the building fabric was test by independent air tightness and thermographic tests to ensure the building structure is operating as intended.



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

Our performance during Q3 2017/18

COUNCIL PROPERTIES

28 **properties** are **no longer required**

4 **properties** are **advertised for sale**

13 **properties** are **currently under offer**

COUNCIL TAX

82.73%

of **Council Tax due** was collected in Q3 2017/18

(up from 82.72% in Q3 16/17)

TOP 21 MAJOR PROJECTS

Of the **Top 21 major Projects** ongoing across the council:

18 are **on target**

3 are **slightly behind target**

0 is **not on target**

ENERGY CONSUMPTION* Q3 17/18

we used **2,473,088** **kilowatt hours** of **electricity** at a cost of **£273.1k**

(down from 2,670,976 in Q3 16/17)

(down from £311.9k in Q3 16/17)

ENERGY CONSUMPTION* Q3 17/18

we used **4,154,590** **kilowatt hours** of **gas** at a cost of **£92.5k**

(up from 4,059,455 in Q3 16/17)

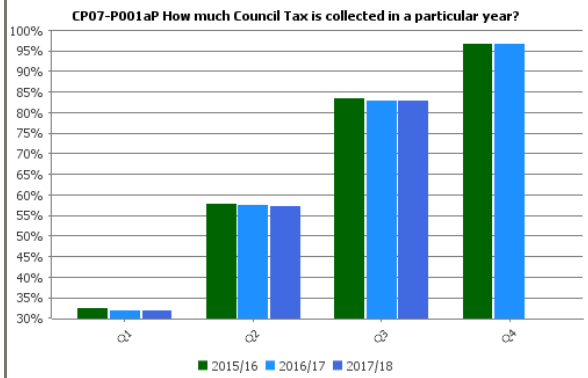
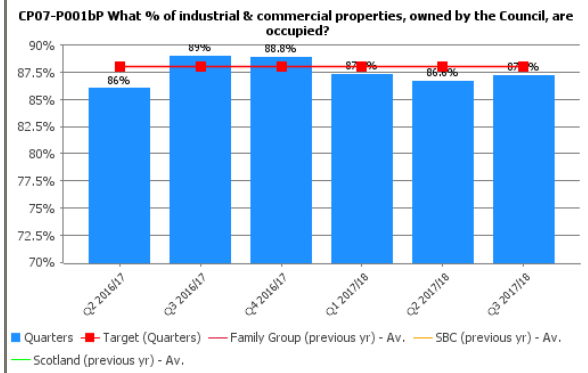
(up from £83.4k in Q3 16/17)

*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.

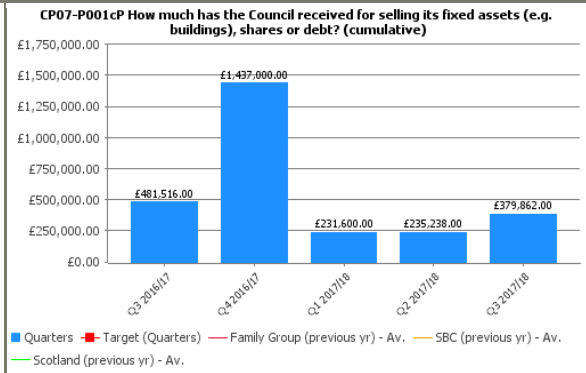
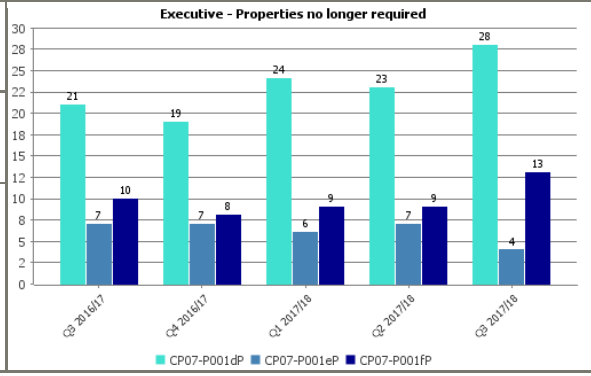
For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**

Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data. # Cumulative Figure in year.

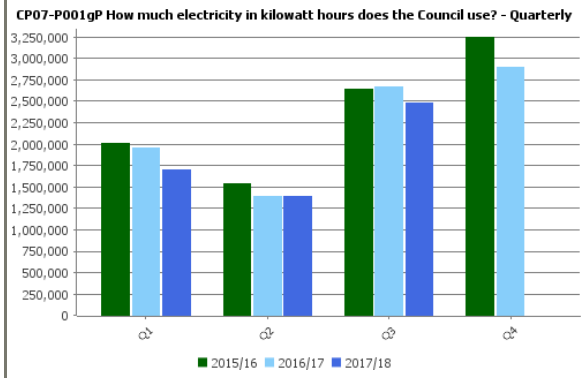
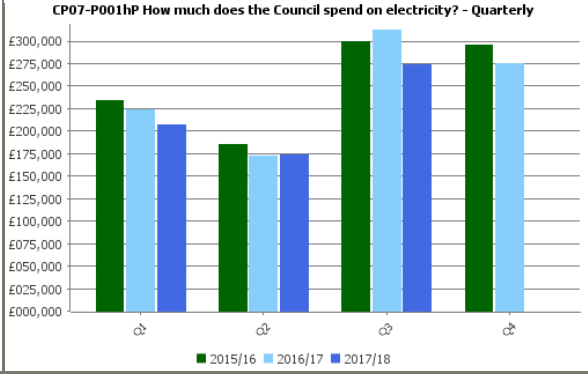
Priority 7: Assets and Resources– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Council Tax - In Year Collection Level		82.73%	**How are we performing:** £44.5 million of the £53.8million currently due for 2017/18 has been collected giving a collection rate at the end of the third quarter of 82.73%, 0.01% above target. **Actions we are taking to improve/maintain performance**: The number of customers paying over 12 months continues to rise which should increase collection within the last quarter of the year. We continue to look at ways to encourage Council Tax Reduction take up and Council Tax payment levels. Regular monitoring of the Sheriff Officer contract has seen an increase in their collection rates. 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.		Jenni Craig
Occupancy Rates of Industrial and Commercial Units		87.2%	**Observations:** Occupancy rates by locality (prior year in brackets): Berwickshire: 75.4% (79.7%) Cheviot:90.8% (92.9%) Eildon: 87.5% (93.1%) Teviotdale and Liddesdale: 96.5% (81.3%) Tweeddale: 93.5% (96.7%) Total number of new leases in this period: 4. The storage units and Meeks Yard, Eyemouth, are keeping the occupancy rate low in Berwickshire. Likewise, vacancies at Waverley Chambers, Galashiels are doing so for Eildon. Marketing activity is ongoing to increase these occupancy rates.		Bryan McGrath

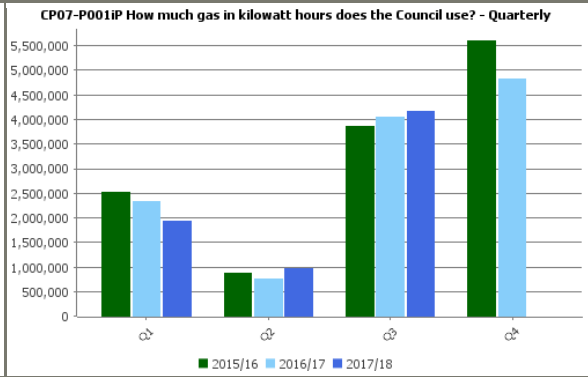
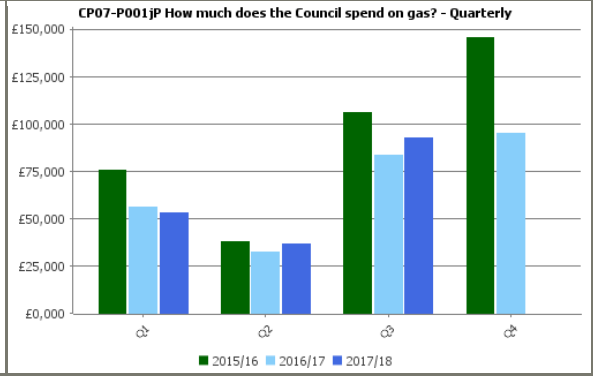
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Capital Receipts Generated (cumulative)		£379,862	**Observations:** Completed sales have resulted in additional capital receipts of approximately £145k during Q3. A number of potential receipts have been delayed as a result of the purchasers' delays in obtaining planning consent. Estates and Legal continue to pursue purchasers and their agents to conclude but with the limited number of offers for the properties being marketed it is still a buyers' market.		Neil Hastie
Total no. of properties surplus to requirements		28	**Observations:** There are currently twenty eight properties surplus to the Councils requirement. Four are currently being actively marketed with a number being prepared for the market through our selling agents and through involvement of our Architects and Legal Services. These include surplus school estate properties following the opening of new schools in Duns and Kelso. Thirteen properties are now under offer with a number having conclusion dates before the end of the financial year. A programme of property rationalisation will bring further premises to the market through the surplus property policy.		Neil Hastie
Total no. of properties actively being marketed		4			Neil Hastie
Total no. of properties under offer		13			Neil Hastie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Electricity Consumption (KWh) – Quarterly		2,473,088	See comments below		Martin Joyce
Electricity Consumption Cost (£) – Quarterly		£273,066	See comments below		Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Gas Consumption (KWh) – Quarterly		4,154,590	See comments below		Martin Joyce
Gas Consumption Cost (£) – Quarterly		£92,460	See comments below		Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By

Note: Q2 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:

Overall
Our total energy consumption this year to date is 4% less than our energy consumption for the same period last year with an associated cost reduction of 5%.

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

Gas
So far this year we have reduced our gas consumption by 1% compared to the same period last year however we have seen a cost increase of 6% due to tariff increases. Overall this year the average temperatures have been comparable to last year.

Actions we are taking to improve our performance:

What we've been doing:
As part of the transformation programme of works the Energy Efficiency Programme (EPP) 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
- Completed the upgrade of the life expired windows on our Headquarters building and a number of schools to thermally efficient double glazed units.

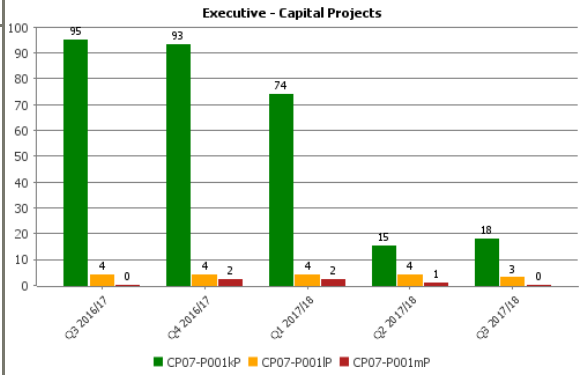
So far this year we:

- Completed LED upgrades on a further 16 sites.
- Completed boiler room insulation upgrades at 21 sites
- Awarded a contract to install Solar Panels at 12 of our sites
- Released a tender to install £1.2 million of energy efficiency works

Other actions being taken:

- We are performing boiler room insulation upgrades at a further 3 sites
- We are undertaking LED lighting projects at a further 5 sites
- We are identifying and planning priority work at our most inefficient properties
- We are working closely with our managed services partners to identify and implement efficiency opportunities
- We continue to work hard with our new buildings to ensure they are run as efficiently as possible
- We will actively engage with new building projects at design concept stage to ensure our new building stock is as efficient as possible

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Capital Projects where RAG status is "Green"		18	*NOTE: this PI is now monitoring the "top c.20" Capital Projects (as opposed to the whole capital programme)* **Observations:** Of the "top 21" capital projects being managed by SBC: 18 have been assessed as "green" overall in terms of progress being made to deliver the project (time,quality, & budget) 3 have been assessed as "amber" overall, namely: • Hawick Flood Protection Scheme - The project remains on programme but the Statutory approvals process now underway means there is still a risk that time and cost could be affected • Wilton Lodge Park, Hawick - The majority of the project remains on time and budget, but the pursuit of parties, in relation to the delays with the café delivery, will take several months to complete and it is not guaranteed that SBC will recoup all costs. • Union Chain Bridge (Fishwick)- Concerns remain around the Heritage Lottery Funding (HLF) contribution and work is ongoing by officers to secure such funding. *Details of the full capital programme are presented to Executive Committee on a quarterly basis, on the same agenda as this performance report.*		Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Amber"		3			Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Red"		0			Paul Frankland; Steven Renwick

08

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

October 2017 – December 2017:

CUSTOMER INTERACTIONS

37,861

interactions with the public were handled by our **Customer Service staff** via **email, face to face contact, phonecalls** and **mail** in Q3 2017/18

SBC Q3 16/17 36,848

FREEDOM OF INFORMATION REQUESTS (FOI)

369

requests for information under the Freedom of Information Act were received in Q3 2017/18

SBC Q3 16/17 303

COMPLAINTS

123

customer complaints were handled by SBC in Q3 2017/18

SBC Q3 16/17 130

SOCIAL WORK SERVICE COMPLAINTS

15

complaints received regarding the **Social Work service** in Q3 2017/18

SBC Q3 16/17 30

The SBC Communications team created a social media advertising campaign to raise awareness of the Don't Buy It, Don't Supply It underage drinking campaign being run in conjunction with the Scottish Borders Safer Communities team.

The social media advertising ran in line with other activities related to the campaign, from 3 December to 2 January, to cover the festive period.

The campaign cost £300, targeting 13 to 17 year olds and 18 to 55 year olds.

The result was an estimated reach of almost 22,000 people who had seen the advert on either Facebook or Instagram at least once, with the advert appearing a total of 134,000 times on both platforms. There was a significantly larger percentage of people in the 13 to 17 year old age bracket who saw the advert on Instagram compared to the 18 to 55 year old age group.

The results of the campaign were a good return for the budget available, particularly compared to other advertising options.

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

Our performance during Q3 2017/18

CUSTOMER INTERACTIONS

14,449

face to face interactions were logged by our **Contact Centres** during Q3 2017/18

(up from 13,659 in Q3 16/17)

21,855

phone interactions were logged by our **Contact Centres** in Q3 2017/18

(up from 21,657 in Q3 16/17)

FREEDOM OF INFORMATION

93%

of **FOI requests** were **completed on time** in Q3 2017/18

(down from 95% in Q3 16/17)

SOCIAL MEDIA

The number of engagements during Q3 2016/17.

45,061

11,781

COMPLAINTS

Our average response times for complaints for Q3 2017/18 were as follows:

Stage 1 complaints

4.1 days

(up from 3.8 days in Q3 16/17)

Stage 2 complaints

17.1 days

(up from 15.3 days in Q3 16/17)

Escalated complaints

29 days

(up from 12.3 days in Q3 16/17)

In Q3 2017/18 we closed:

84.8%

of **complaints** at **stage 1** within **5 working days**

(down from 87.5% in Q3 16/17)

70.0%

of **complaints** at **stage 2** within **20 working days**

(down from 94.7% in Q3 16/17)

0%

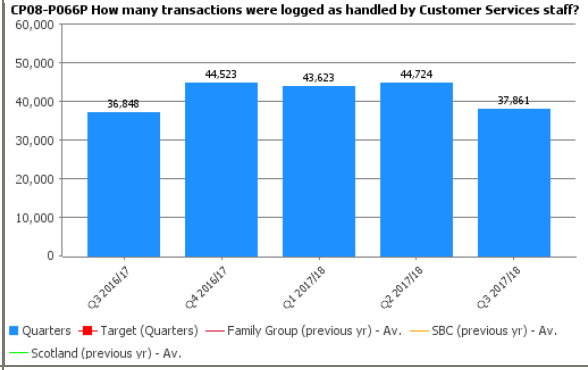
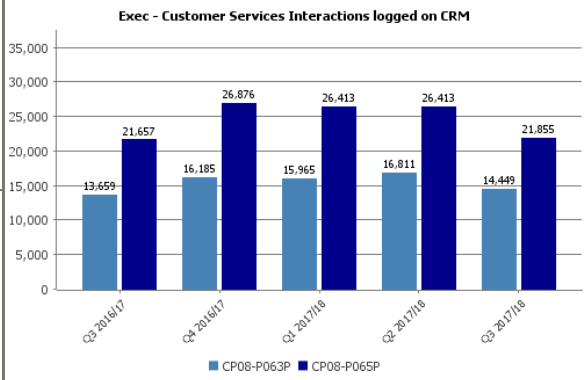
of **escalated complaints** within **20 working days**

(down from 66.7% in Q3 16/17)

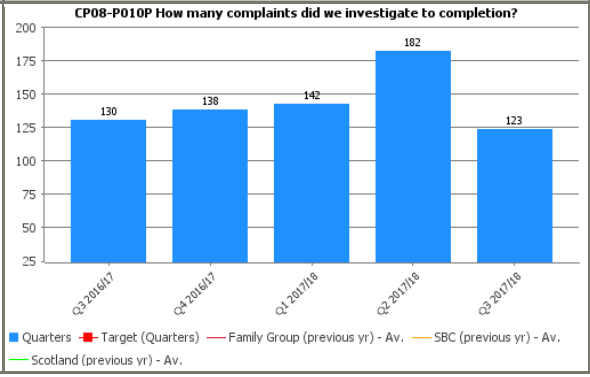
For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**

Correct at time of publication: 13 February 2018. *Performance indicators with a quarter lag in data.

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		37,861	**Observations:** Throughout Q3 there has been a decrease of 6,863 transactions taken through CRM when compared with Q2. When reviewing the same period last year there has been an increase of 1,013 interactions. These figures remain fairly consistent. We actively promote the website and the Customer Services 0300 100 1800 line. We are also continually working to increase the number of services delivered digitally and to encourage self-service.		Les Grant
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)		14,449	**Observations:** There has been a decrease of 2,362 face-to face interactions during Q3 when compared with Q2. In comparison to the same quarter last year (2016/17) there has also been an increase of 790 face-to-face interactions. The decrease in face-face interactions could be a result of our Contact Centres and Library Contact centres being closed over the holidays. Work continues on moving more of our services online.		Les Grant
Voice interactions (taken through CRM) by Customer Services (CP08-P65)		21,855	**Observations:** In Q3 the number of voice interactions decreased by 4,558 when compared with Q2. When making a comparison with Q3 last year (2016/17) there has been an increase of 198 voice interactions taken through CRM. The decrease experienced from the previous quarter may be attributed to the holidays and the office being closed during this time. Work continues on moving services online.		Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Complaints Closed - All (excl. invalid & statutory Social Work)		123	See comments below		Les Grant

Observations:

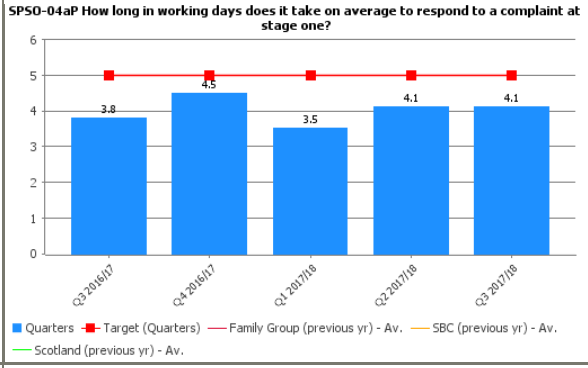
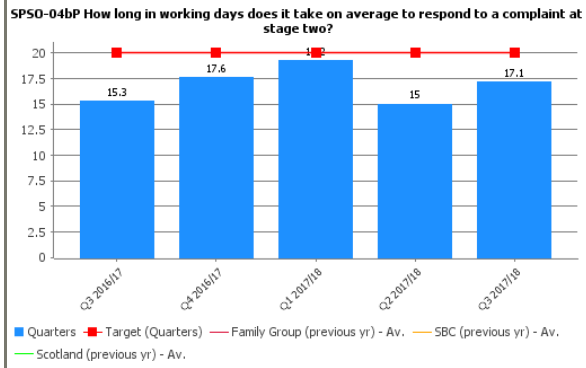
In Q3 123 complaints were closed. 45.6% of complaints were classified as 'Justified' and 48.8% as 'Unjustified'. In addition 5.7% complaints were classified as 'Policy'. Below is a split of complaints closed during the period by locality and reason. Where a complaint has been logged anonymously it cannot be attributed to a locality and therefore shows as undefined. 7.26% of complaints closed were undefined in Q3.

Closure Stage Count:

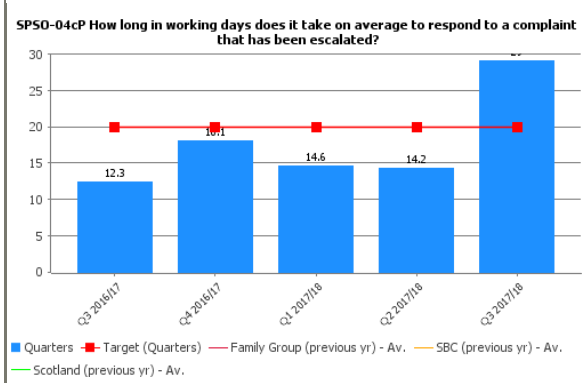
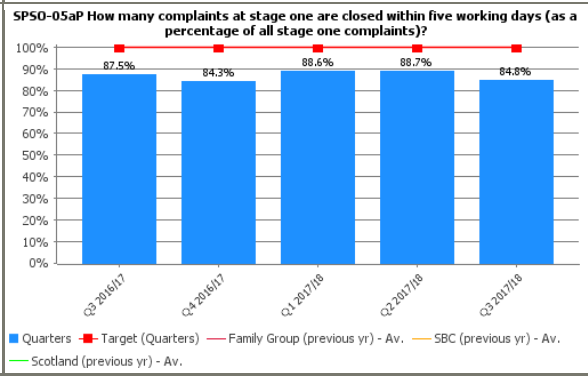
	Teviot	Berwickshire	Cheviot	Eildon	Tweeddale	Undefined	Summary
Delay in Responding	0	0	2	2	2	2	8
Employee Attitude	2	4	4	2	4	2	18
Failure to Del Ser	9	12	14	11	14	3	63
Other	5	5	6	5	0	0	21
Policy	0	1	2	3	6	2	14
Totals	16	22	28	23	26	9	124

Cheviot and Tweeddale localities were the areas with the highest number of complaints (22.58% and 20.97% respectively) with the most popular classification reason being 'Failure to Deliver Service' across all five localities. Teviot received the fewest complaints accounting for 12.9% of complaints closed.

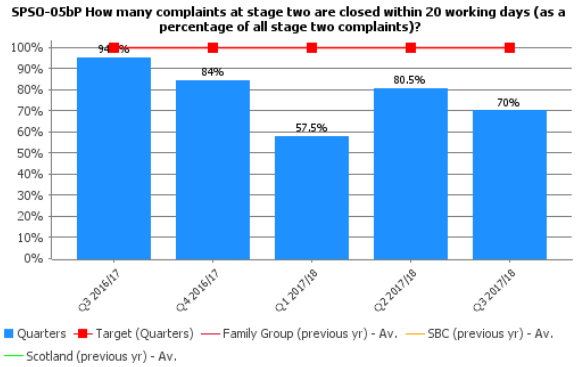
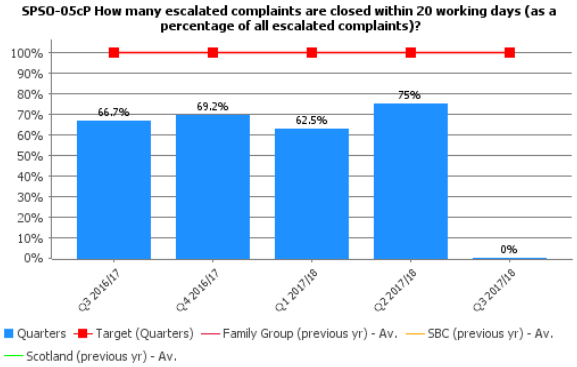
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)		4.1	**How are we performing:** There has been no change to the average number of days taken to respond to complaints at stage one over the previous quarter. There has been a slight increase from Q3 last year, with the average time in working days being 3.8 **Actions we are taking to improve/maintain performance:** Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant
Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)		17.1	**How are we performing:** In Q3 there has been an increase in the average number of days taken to respond to complaints at stage two when compared with Q2. When compared with the same quarter last year (2016/17) there has also been an increase. The increase in the average number of working days taken to respond to complaints at stage 2 could be a result of offices being closed over the holidays. **Actions we are taking to improve/maintain performance:** We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant

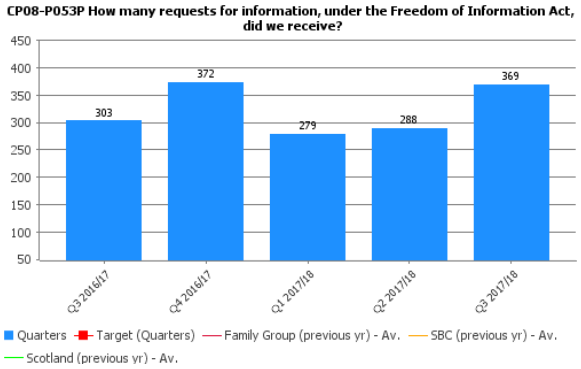
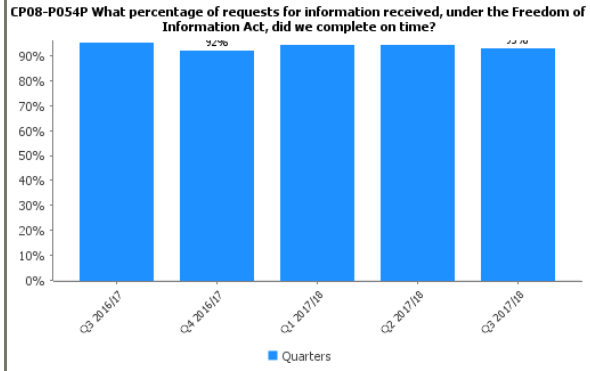
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)		29	**How are we performing:** The average time taken to respond to the customer has increased when compared with the previous quarter. There has also been an increase when considering the same quarter last year (2016/17). The low number of complaints handled at this stage can result in significant fluctuations in performance if just one complaint is not handled within timescales. **Actions we are taking to improve/maintain performance:** We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant
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)		84.8%	**How are we performing:** There has been a decrease of 3.9% when compared with the last quarter. In comparison to the same period last year there has also been a decrease of 2.7%. **Actions we are taking to improve/maintain performance:** We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant

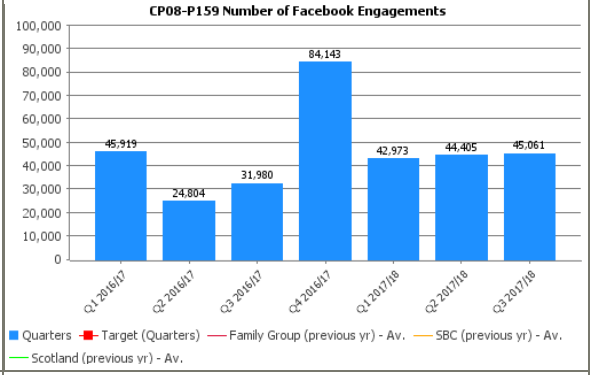
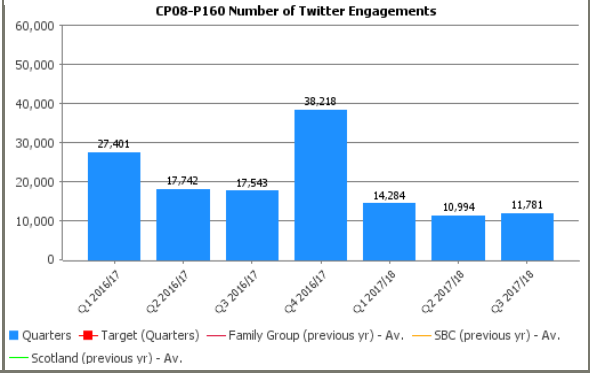
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)		70%	**How are we performing:** Performance has decreased over the previous quarter with 70% of Stage 2 complaints being closed within 20 working days compared to 80.5% last quarter. However, performance was better in Q3 last year with 94.7% being closed within timeframes. The low number of complaints handled at Stage 2 can result in significant fluctuations in the performance when just a few complaints are not handled within timescales. **Actions we are taking to improve/maintain performance:** We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant
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)		0%	**How are we performing:** There has been a dramatic decrease in the percentage of escalated complaints being completed within timescales in comparison to the previous quarter; however, the actual number has only reduced by 4 since quarter 2. The very low number of escalated complaints often results in significant fluctuations in performance figures as a percentage. **Actions we are taking to improve/maintain performance:** We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
FOI Requests Received		369	**Observations:** SBC received 369 FOI's in Q3 2017/18, 81 more than in Q2 2017/18 (28% increase), and 66 more than Q3 2016/17 (22% increase). A high number were received from Scottish Parliament and MSPs in October and November.		Nuala McKinlay
% of FOI Requests Completed on Time		93%	**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 Q3 2017/18, 93% were completed on time, just slightly down on the 94% in Q2 2017/18. **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		Nuala McKinlay

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Facebook Engagements		45,061	**Observations**: On **Facebook**, SBC posts reached an estimated 312,288 people, with **45,061 engaging** (liking, commenting, sharing) with posts. Over Q3 the number of Facebook followers went from 14,600 to 15,002. Popular posts included those relating to the Budget Q&A, school enrolment dates, A72 closure, waste collection amendments over the festive period and contact centre opening hours.		Tracey Graham
Number of Twitter Engagements		11,781	**Observations:** During the quarter **Twitter** post **links were clicked 11,781 times**. The number of followers at Q3 end was 10,520 *(+205 since start Q3)*. Popular posts included those relating to the opening of Kelso High School, new play park for Galashiels, A72 closure and waste collection amendments over the festive period.		Tracey Graham

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08

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE THEY DOING?

LIVE BORDERS
LIVE LEISURE LIVE CULTURE LIVE SPORT

April 2017 – end September 2017: High level figures

SPORT PARTICIPANT VISITS (CUMULATIVE)
522,914
(up from 519,006 in Q2 16/17)

POOL/OTHER ADMISSIONS (CUMULATIVE)
181k pool — 178k in Q2 16/17
217k other — 233k in Q2 16/17

CULTURE VISITS (CUMULATIVE)
409,819 (incl. virtual & outreach)
(little change from Q2 16/17)

WEB VISITS (CUMULATIVE)
230,659
(up from 166,151 in Q2 16/17)

LIBRARY ACTIVE USERS (Q2)
9,872 (incl. mobile library users)
(down from 11k in Q2 16/17)

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

LIVE Borders performance, at end Q2 2016/17

SWIM BORDERS DIRECT DEBIT (Q2)
3052
(little change from Q2 16/17)

OTHER MEMBERSHIP (Q2)
2913
(up from 2623 Q2 16/17)

DEVELOPMENT OF BORDERS ELITE SWIM TEAM (BEST)

For 12 months now, BEST has provided swimmers from across the Borders with the opportunity to progress and reach their full potential. BEST has enjoyed increasing levels of success, culminating in selection of Lucy Hope for the Scottish Commonwealth Games Team in 2014 and forthcoming 2018 games. Progress continues including the development of training and coaching programmes (including for swimmers with a disability), development of youth swimming and supporting local club coaches.

Financial performance, at end Q2 2016/17

INCOME
£5,245,000 of which **£2,349k** from **admissions, sales** and **membership**
(budget = £5,081k)

INCOME/EXPENDITURE RATIO
44.8%
(as budgeted)

EXPENDITURE
£5,244,000
(budget = £5,087k)

SURPLUS/DEFICIT
+£1k
(£6k ahead of budget)

COST PER VISIT SPORT
£7.16
(up from £6.94 in Q2 16/17)

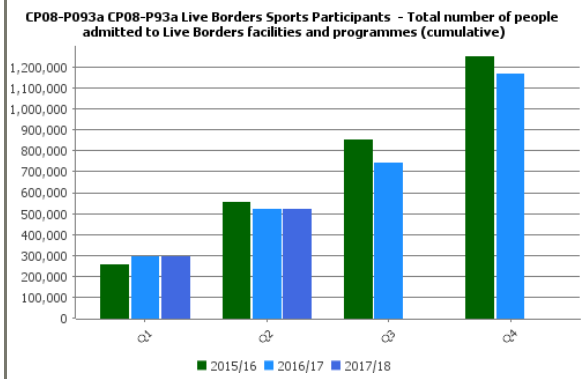
LIBRARIES
£3.97
(down from £4.25 in Q2 16/17)

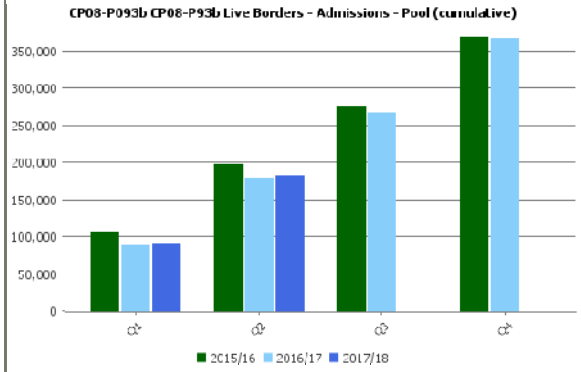
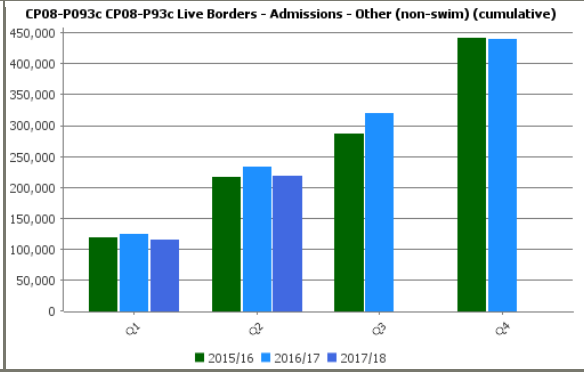
MUSEUMS
£2.80
(down from £4.11 in Q2 16/17)

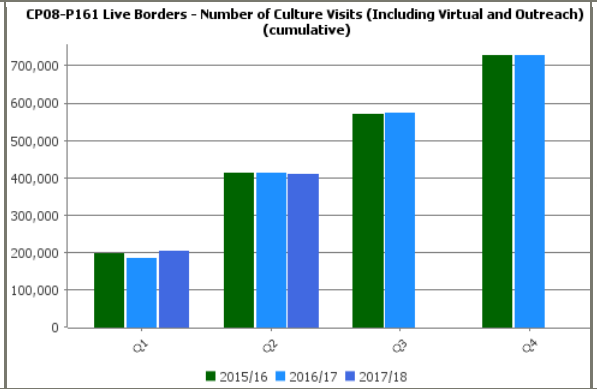
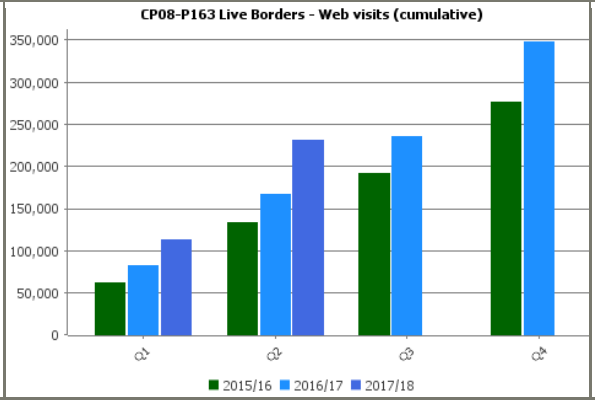
For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**

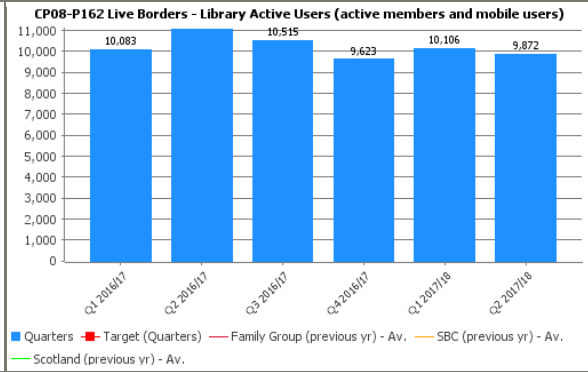
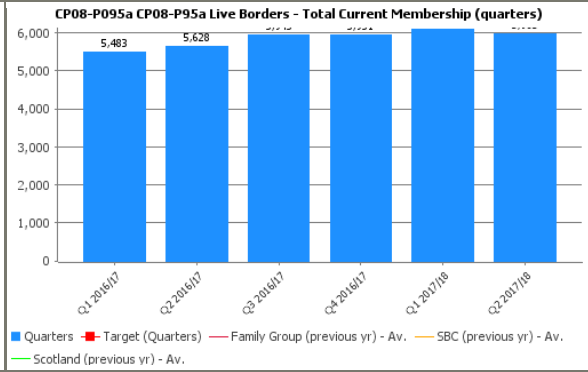
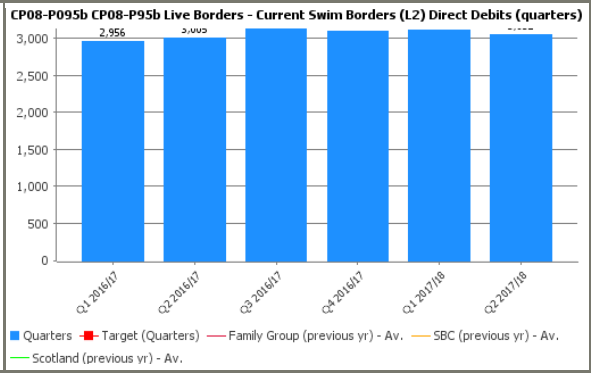
Live Borders Performance Reporting: end Q2, 2017/18

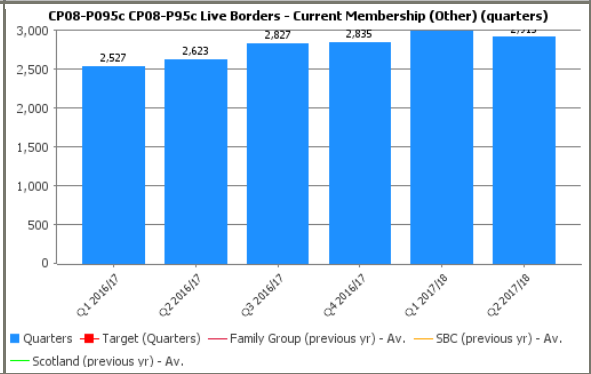
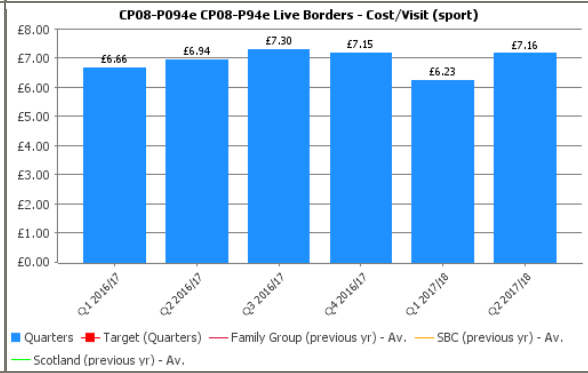
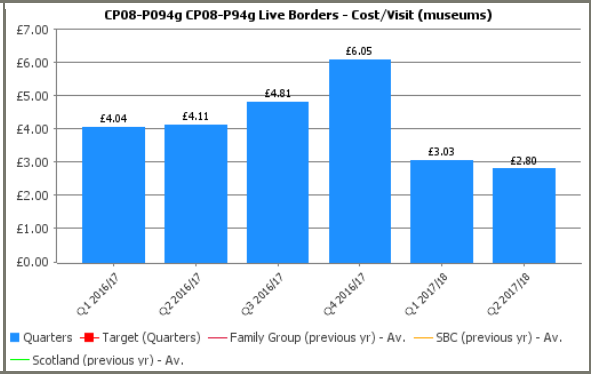
KEY	Indicator is:	Indicator is:	Indicator is:	Indicator is
	• On target and as forecast, *or* • In line with national trend, *or* • Showing a long term positive trend	• Just off target /off forecast, *or* • Showing longer term trends that need to be watched	• Off target & not as forecast, *or* • Out of line with national trends, *or* • Showing longer term negative trends	• For information or context only, *or* • Difficult to set a target, due to factors out with our control

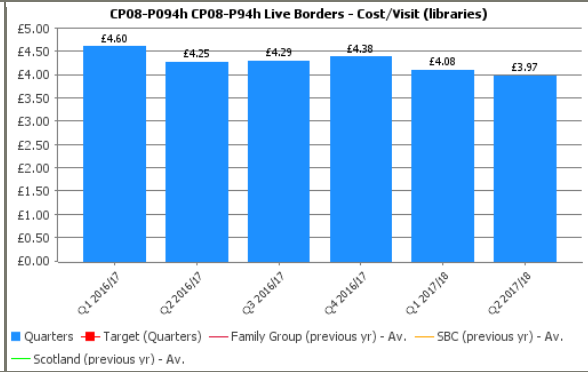
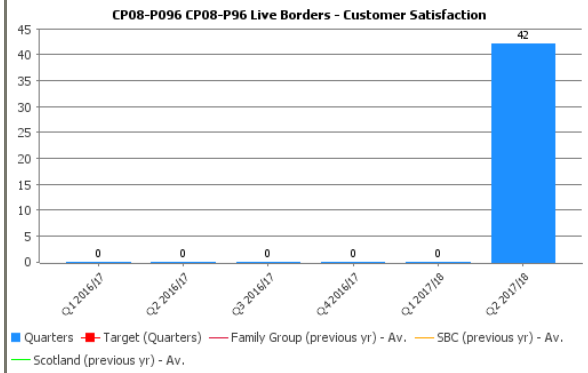
Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)		522,914	541,477	A positive performance within increased participation compared to the same time last year and continued strong membership position driving additional footfall Q1 = 292, 506 Q2 = 230,411 For sports, data is collated from the Gladstone management system, which records all sales and bookings. Multipliers are used to record participant numbers for a multi-user product e.g. 1 x party = 26 participants (pitch and court hire have similar multipliers) Participants by age group for Q2 0-5 = 15,937 (16,861 in Q1) 5-16 = 67,439* (110,725 in Q1) 17-64 = 119,572 (131,633 in Q1) 65+ = 27,463 (33,284 in Q1) *Active Schools do not report during Q2 (summer holidays) which affects the 5-16 participation figures for that quarter		Ewan Jackson

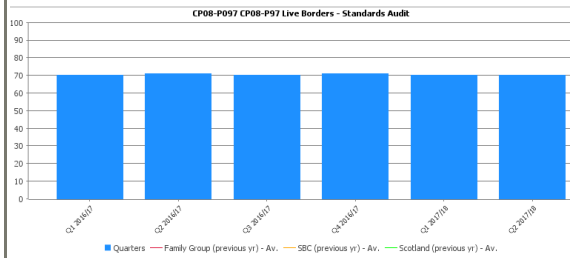
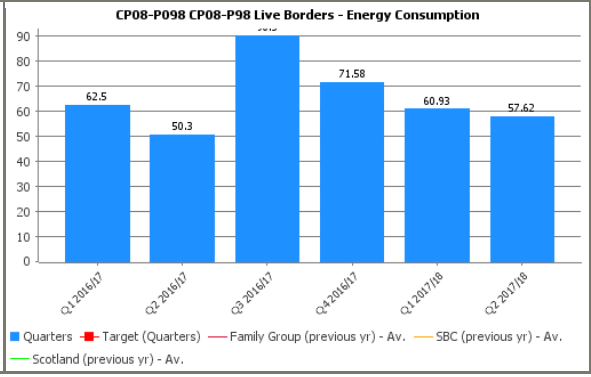
Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P93b Live Borders - Admissions - Pool (cumulative)		181,468		Pool admissions are slightly ahead of the same time last year and are benefiting from strong "learn to swim" membership		Ewan Jackson
CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)		217,410		Admissions to facilities other than pools are slightly lower than the same time last year		Ewan Jackson

Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)		409,819	408,931	A fairly static quarter by quarter performance over the range of visits in libraries, museums, Towermill, Heritage Hub and our arts programme and only slightly lower than the same time year due to decrease in library users, including virtual (online) visits (where an unusually high number was recorded in Quarter 2 2016/17)		Ewan Jackson
Live Borders - Web visits (cumulative)		230,659		Web visits are very positive when compared to the same time last year. Since 2016/17, there has been a: +40% change in number of sessions; +55% change in number of users; +4% change in number of page views		Ewan Jackson

Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
Live Borders - Library Active Users (active members and mobile users)		9,872		The number of active library users is lower than at the same time last year, but has only reduced slightly compared to Q1 2017/18		Ewan Jackson
CP08-P95a Live Borders - Total Current Membership (quarters)		5,965		"Learn 2 Swim" and "Active" Membership continue to be strong with Active membership significantly higher than the same period prior year as a result of the impact from the new packages		Ewan Jackson
CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)		3,052		See above		Ewan Jackson

Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P95c Live Borders - Current Membership (Other) (quarters)		2,913		See above		Ewan Jackson
CP08-P94e Live Borders - Cost/Visit (sport)		£7.16		The 3 cost per visit measures presented here are simply **Expenditure / Total admissions**, as presented to Live Borders Board each quarter. The figures should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figures, which are calculated slightly differently Lower staff costs in museum and library service contributed to the reduction in cost per visit. Museum visitor numbers are higher, with library numbers static. Positive income and participants numbers at the sports facilities is not reflected in the cost per visit, this is as a result of a change in how we account for Headquarter costs following the restructure leading to higher costs See above		Ewan Jackson
CP08-P94g Live Borders - Cost/Visit (museums)		£2.80				Ewan Jackson

Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P94h Live Borders - Cost/Visit (libraries)		£3.97		See above		Ewan Jackson
CP08-P96 Live Borders - Customer Satisfaction		42		First survey to capture NPS (Net promoter Score) was conducted in October 2017 with over 1,000 responses (This level of response rate is statistically robust). NPS is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging customers' overall satisfaction with a company's product or service and customers' loyalty to the brand. Across the business, and on an index of -100 to +100, Live Borders scored an average of **+42.** To calculate NPS, respondents are divided into three categories: • Detractors (all those who scored their response 0-6) • Passives (all those who scored their response 7 and 8) • Promoters (all those who scored their response 9 and 10) Net promoters score is calculated by subtracting the number of detractors from the number of promoters. Overall, as a starting point in Live Borders journey to improving customer satisfaction, a score of +42 is positive and teams are now using the feedback from customers to look at areas they can improve the customer journey.	No trend available	Ewan Jackson

Short Name	Trend Chart	Q2 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P97 Live Borders - Standards Audit		Est = 70		The figure this quarter is an estimate due to the methodology being changed, with a move from monthly to quarterly reporting, and the timing of the change resulted in no results available for Q2. Live Borders will be able to report accurately from Q3 onwards		Ewan Jackson
CP08-P98 Live Borders - Energy Consumption		57.62		Energy consumption was slightly higher than it was at the same time last year, but lower than last quarter. Live Borders is working with SBC's Property and Assets team to maximise the benefits of investments in energy efficiency measure across the sport and culture estate (owned by SBC but operated by Live Borders)		Ewan Jackson

Financial Performance at end Q2 2017/18

Income at end Q2 was ahead of budget and a surplus of £1k was achieved (£6k ahead of budget). With positive income position, property and water costs remain high, so actions are in place to manage spend to the end of the year.

Summary

2017/18	At end Q1	At end Q2	At end Q3	At end Q4
Income	2,417,000	5,245,000		
Budget	2,367,000	5,081,000		
Income from, sales, admissions and membership	969,000	2,349,000		
Expenditure	2,430,000	5,244,000		
Budget	2,390,000	5,087,000		
Income/Expenditure ratio	39.9%	44.8%		
Operating Surplus/Deficit	-13 (10 variance against target)	1 (6 variance against target)		

Complaints

A total of 34 complaints were received during Q2, down slightly from Q1 and comparable to the same time last year. In addition, 21 comments and 4 complements were received.

	2016/17				**2017/18**			
Complaints	Q1	Q2	Q3	Q4	**Q1**	**Q2**	**Q3**	**Q4**
Price	7	0	8	1	3	**3**		
Booking/access/info	25	20	14	19	20	**14**		
Quality	2	10	2	13	4	**8**		
Staff attitude	1	2	1	0	3	**0**		
Other	2	1	2	3	11	**9**		
Total	37	33	27	36	41	**34**		
Comments	25	24	15	0	23	**21**		
Complements	2	3	3	0	8	**4**		

Q2, 2017/18 Complaints Analysis

Further analysis of Q2 complaints (including one carried forward from quarter 1) is shown below:

- 23 (out of 35) were received on line
- 34 (35) were closed at stage 1; 16 were upheld, 1 was still 'open'
- 1 (35) was closed at stage 2 (It was upheld)
- 31 (35) were closed within timescales, with authorised extensions being given to the other 4, one remaining open at the end of the quarter.

Compliments are generally about Live Borders staff. In quarter 2 the fire alarm went off at Eyemouth pool (with a commendation received the following day for the calm, professional and compassionate way staff evacuated the leisure centre). Parties have also generated praise for staff. A World War I event also attracted high praise from a distinguished guest.

The planned refurbishment at Teviotdale Leisure Centre has led to a reaction, on the whole very positive, but a few people have complained. This has taken up staff time, meeting with the complainants and working to turn a negative reaction into a positive one.

MONITORING OF THE GENERAL FUND REVENUE BUDGET 2017/18

Report by the Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2018

1 PURPOSE AND SUMMARY

1.1 This report provides the Executive Committee with budgetary control statements for the Council's General Fund based on actual expenditure and income to 31 December 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 31 December. After the third quarter of 2017/18 the Council overall is projecting a balanced position at 31st March 2018 with all known pressures being managed within the 2017/18 revenue budget. It should be noted, however, that this balanced position is wholly dependent on additional funding of £601k being directed from the IJB and a failure to fund this will result in a corresponding adverse variance against budget.

1.3 The Chief Executive's instruction to restrict discretionary spend for the remainder of 2017/18 has contributed to this forecast balanced position and will remain in place 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 the financial position of the Council. 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.

1.4 Previous monitoring reports in 2017/18 have highlighted to Elected Members that work is ongoing to stabilise the new Business World ERP system. Ongoing technical difficulties are still being experienced including bank reconciliation and payroll, the resolution of these issues is being managed by external consultants and being paid for by CGI. Work to enhance BW functionality is progressing with CGI and steady progress continues to be made against an agreed retification plan.

1.4 As shown in Appendix 4 as at 31 December 2017 97% (£11.856m) of the savings have been delivered within the current year. The remaining 3% (£0.430m) are profiled to be delivered during the remainder of 2017/18. Emphasis during the remaining 3 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 includes earmarking of £1m which has been transferred to Allocated Balances to support the 2018/19

Financial Plan.

2 RECOMMENDATIONS

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

(a) notes the corporate monitoring position projected at 31 December 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 31 December 2017. The monitoring position overall is projecting a balanced position at 31st March 2018 with all known pressures being managed within the Council's overall 2017/18 revenue budget. It should be noted, however, that this balanced position is wholly dependent on additional funding of £601k being directed from the IJB and a failure to fund this will result in a corresponding adverse variance against budget a report regarding this funding is on the IJB agenda for the 12 Feb 2018.

3.2 The Chief Executive's instruction to enact restrictions on discretionary spend for the remainder of 2017/18 has positively impacted on the current forecast position. This approach will continue for the remainder of 2017/18 with the aim of mitigating any further budget pressures which may arise during the remainder of 2017/18 and maximise year end underspend opportunities to support the financial position of 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 There is a risk of a pressure within Neighbourhood Services during the remainder of the financial year in salt and manpower due to the recent demand on the service during the adverse weather conditions. This may require a drawdown of funding through the Adverse Weather Reserve at the year end.

3.4 Members will recall the financial impact of delays in the delivery of the Scottish Wide Area Network (SWAN) as reported to the Executive Committee as part of the 2016/17 outturn report. The Council is continuing to work with Dumfries & Galloway Council in seeking to recover these costs as part of legal proceedings. Updates will be provided to Elected Members as they become available.

3.5 Appendix 2 reflects virements required to realign budgets in line with current forecasts. Appendix 3 includes earmarking of £1m which has been allocated within Allocated Balances to support the 2018/19 Financial Plan.

3.6 Appendix 4 sets out the progress made by the end of month 9 to deliver the savings approved in the Financial Plan in February 2017 plus prior year savings achieved temporarily during 2016/17. 97% (£11.856m) of the savings have been delivered within the current year (57%, (£6.954m) as per the Financial Plan, 5% (£0.618m) by alternative means on a permanent basis and 35% (£4.284m) by alternative means on a temporary basis. The remaining 3% (£0.430m) is profiled to be delivered during the remainder of 2017/18.

3.7 **Culture & Sport**

The service is projecting a balanced position following the earmarking of budget to support pitch maintenance in 2018/19.

3.8 **Assets & Infrastructure**

A&I is projected an overall balanced position. Budget pressures in the Cleaning Service, Property Management Service and Estates income pressure have been identified. The A&I Directorate will cover these pressures through strict expenditure controls in the final quarter of 2017/18 to deliver a balanced outturn position. There is a risk of a budget pressure due to the recent demand of the service during the adverse weather conditions. This may require funding through the Adverse

Weather Reserve at the year end.

3.9 **Economic Development & Corporate Services**

The review of Economic Development continues, contributing towards an underspend position which is being earmarked into 2018/19 to support the 2018/19 Financial Plan.

3.10 **Health & Social Care**

Health and Social Care services are experiencing significant financial pressure across those services delegated to the Health and Social Care Partnership. These pressures are primarily attributable to demand - across each service where financial pressure is being experienced, there are consistently additional levels of service being commissioned than the budget enables, either due to a greater number of clients or more intensive care and support being required. This is particularly the case across Older People homecare, housing with care, extra care housing and respite (£609k). A small increase in the number of clients with intensive care requirements has resulted in a projected adverse position within the Physical Disability service (£202k).

Where possible, Health and Social Care services have identified areas where savings can be delivered in order to mitigate these pressures (£153k Mental Health / £28k Learning Disability / £29k Generic), but at this stage of the financial year, the Council has no option but to request additional funding which the IJB has available to mitigate the pressures (Social Care Funding and Older People's Change Fund). This has therefore been assumed in the projected bottom line above - a total of £601k has been requested. The direction of this resource is critical to the service achieving a breakeven position.

3.11 **Children & Young People**

The Children & Young People's Service is forecasting a balanced position for 2017/18 with pupil, teacher and other support staff numbers for the 2017/18 academic year confirmed. The service is proposing to earmark £0.859m of forecast underspend towards the funding of the 2018/19 Financial Plan. 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%) be achieved by alternative means in the 2017/18 year.

3.12 **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. A review of Housing Benefit income and expenditure is underway and any necessary budgetary adjustments will be undertaken upon its completion.

3.13 **Finance, IT & Procurement**

The service is projecting a balanced position following appropriate virements to address budget pressures costs of business world rectification are being been met by CGI including the costs of external consultants.

3.14 **Human Resources**

The service is projecting a balanced position following appropriate virements to address budget pressures.

3.15 **Regulatory Services**

The service is projecting a balanced position following appropriate

virements to address budget 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 risk that further cost pressures may emerge as the year progresses which may impact on the outturn position. The major significant risk being the costs of winter. Every effort must continue to be made by Service Directors to contain spend in 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 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
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Background Papers:
Previous Minute Reference:

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

APPENDIX 1

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17
SUMMARY

	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	4,667	6,270	6,199	71	(71)	0	Earmark £71k budget for pitch replacement fund
Asset & Infrastructure	28,474	23,116	27,529	27,508	21	(21)	(0)	Budget pressures have been identified arising from the Cleaning & Facilities Management service, Service and Property Management and Estates income. These pressures will be covered within A&I by strict expenditure controls in the final quarter.
Economic Development & Corporate Services	730	251	788	734	54	(54)	0	Projecting a balanced position.
Health & Social Care	55,755	30,779	49,130	49,290	(160)	160	0	A range of pressures are driving an adverse projected variance of £601k. To mitigate this, a request has been made to the IJB for the direction of available residual Social Care and Older People Change Funding amounting to £601k in total. **Approval by the IJB is critical to the delivery of the reported position therefore.**
Public Health	68	(6)	68	68	0	0	0	Projecting a balanced position.
Children & Young People	116,719	76,838	113,700	113,105	595	(595)	0	Provision has been made to carry forward £859k of forecast underspend in 2017/18 towards the 2018/19 Financial Plan. Forecast Pupil Equity Fund underspend of £691k is being carried forward to 2018/19 as agreed by Scottish Government. Pressures in transport costs are anticipated to be offset from increased school meals income.
Customer & Communities	13,126	9,857	15,176	15,079	97	(97)	0	Earmarking of £292k within Localities fund to ensure unspent in year monies are carried forward to 2018/19, £120k to cover Local Election costs from Loans Charges in year and grossing up of Temporary Accommodation Management Fee received from Scottish Government.
Finance, IT & Procurement	30,130	24,221	33,003	32,912	90	(90)	0	£120k from Loans charges to support locally funded element of Local Elections (including forthcoming By Election)
Human Resources	2,476	3,509	6,418	6,261	157	(157)	0	Projecting a balanced position.
Regulatory Services	8,126	5,848	10,026	10,008	18	(18)	(0)	Pressures in planning fee income are being addressed within the service.
Total	**261,940**	**179,079**	**262,108**	**261,165**	**943**	**(943)**	**0**	
Financed by:								
Revenue Support Grant	(175,643)	(118,594)	(168,640)	(169,613)	973	(973)	0	Additional RSG for Criminal Justice (£160k), Early Years (£482k), teachers pay award wef 1 January 2018 (£125k), Customer Advice & Support Services for DHP administration (£21k) and Housing Benefits to cover loss (change) in management fee (£185k).
Non-Domestic Rates	(31,938)	(24,505)	(32,673)	(32,673)	0	0	0	
Council Tax	(57,202)	(48,470)	(58,016)	(57,875)	(141)	141	0	Projected under recovery of £141k being funded through Housing Benefit (£92k) and Council Tax Reduction Scheme underspend (£49k).
Council Tax Reduction Scheme	5,707	5,115	5,204	5,155	49	(49)	0	Projected underspend being used to fund under recovery in Council Tax.
Reserves:								
Earmarked Balances from 2016/17	(1,349)	(7,457)	(6,446)	(6,446)	0	0	0	
Earmarked Balances for future years	0	0	1,419	3,243	(1,824)	1,824	0	Earmarking in to 2018/19 of unallocated Quality of Life (£40k), pitch maintenance (£71k), transformation programmes including IT (£114k), Pupil Equity Fund (£690k), Localities Fund (£292k) and 2018/19 Financial Plan (£1m). Net reduction in DSM carry forward (£383k).
Transfers to\from Reserves	(1,515)	0	(2,956)	(2,956)	0	0	0	
Total	**(261,940)**	**(193,911)**	**(262,108)**	**(261,165)**	**(943)**	**943**	**0**	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	2,682	3,682	3,682	0	0	0	
Sports Services	2,530	1,985	2,588	2,517	71	(71)	0	To earmark underspend in pitch maintenance budget into 2018/19 (£71k).
Total	**6,336**	**4,667**	**6,270**	**6,199**	**71**	**(71)**	**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.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	2,793	3,762	3,773	(11)	11	0	Property rationalisation savings have predominantly been met from underspends within the service however it is projected that £34k is not achievable. Transfer of £12k from Housing to partially offset this pressure. Energy Efficiency savings have also been met predominantly from underspends, however a £43k pressure remains. These pressures will be met by the service through expenditure controls and balanced position is projected.
Estates Management Services	431	256	344	343	1	(1)	(0)	Identified income pressure (£20k) to be covered from within the A&I directorate by expenditure controls. Balance position being projected.
Catering Services	951	518	713	713	0	0	0	Balanced position forecast.
Cleaning & Facilities Management	535	2,217	738	738	0	0	0	Pressures arising from living wage increase (£24k) and increased cleaning materials spend (£9k), delays in the implementation of Janitorial and School Crossing Patroller reviews (£60k). These pressures will be met by the service through expenditure controls on discretionary spend and balanced position is projected.
Design Services	136	(10)	130	207	(77)	77	0	Centralisation of revenue budgets for Engineers and Architects (£77k).
Major Projects	169	15	168	140	28	(28)	(0)	Staff Turnover adjustment not met (£10k) but will be covered from within the A&I directorate. Feasibility underspend to be earmarked towards 2018/19 Financial Plan (£15k). Transfer (£13k) to Design Services for the centralisation of Architects & Engineers recharges.
Neighbourhood Operations	12,617	7,533	12,050	12,006	44	(44)	0	Project balanced position. £40k Quality of Life EMB. Transfer (£4k) to Design Services for the centralisation of Architects & Engineers recharges.
Network & Infrastructure Asset Management	1,390	1,075	1,374	1,342	32	(32)	0	Balanced position forecast. Transfer (£32k) to Design Services for the centralisation of Architects & Engineers recharges.
SBcContracts	(549)	3,452	(449)	(449)	0	0	0	Balanced position forecast.
Fleet Management Services	(224)	175	(299)	(299)	0	0	0	Balanced position forecast.
Pay Parking	0	15	128	128	0	0	0	Balanced position forecast.
Waste Management Services	9,241	5,078	8,869	8,865	4	(4)	0	Projecting a balanced position. Transfer (£4k) to Design Services for the centralisation of Architects & Engineers recharges.
Total	**28,474**	**23,116**	**27,529**	**27,508**	**21**	**(21)**	**(0)**	

Key Highlights, Challenges and Risks

A&I is projected an overall balanced position. Budget pressures in the Cleaning Service (£93k), Property Management Service (£77k) and Estates income pressure (£20k) have been identified. The A&I Directorate will cover these pressures through strict expenditure controls in the final quarter of 2017/18 to deliver a balanced out-turn.

Delivery of the SBC Contracts surplus which can be influenced by market conditions, operational performance and contract tenders won. Waste Management services are undertaking several key pieces of complex work including development of the Waste transfer station, kerbside collection modelling, and the procurement of the residual waste contract. There is a risk of a pressure within Neighbourhood Services in salt and manpower arising because of the recent demand of the service during the adverse weather conditions we have experienced. This may require funding through the Adverse Weather Reserve at the year end.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-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	22	233	221	12	(12)	0	Underspend in staffing due to secondment (£11k) being used to offset reduced rental income anticipated within Commercial Property. Transfer (£1k) to Design Services for the centralisation of Architects & Engineers recharges.
Economic Development	1,683	1,648	1,643	1,590	53	(53)	0	Delayed recruitment (£49k) to be earmarked towards 2018/19 Financial Plan. Transfer (£4k) to Design Services for the centralisation of Architects & Engineers recharges.
Commercial Property Income	(1,244)	(1,536)	(1,244)	(1,233)	(11)	11	0	Projected shortfall in commercial property income (£11k) being met from underspend within Corporate Policy.
Emergency Planning	172	116	156	156	0	0	0	Small discretionary spend savings expected at year end.
Total	**730**	**251**	**788**	**734**	**54**	**(54)**	**0**	

Key Highlights, Challenges & Risks

The review of Economic Development continues, contributing towards an underspend position. Commercial property income generation is dependant on continued occupancy.

The first Scottish Borders Business Conference was held in October 2017 with 140 business attending along with a further 30 people. Nine individual workshops were held on the day as well as 3 main keynote speakers. There were requests from 12 businesses to work with Business Gateway following the event.

The Business Gateway team assisted 54 business start-ups, of which 5 have met the new classification of 'Early Stage' growth this quarter. The Advisers have delivered 15 start-up workshops and 20 Growth workshops with 509 attendees.

The Scottish Borders Business Loan Fund offers loans of between £1,000 and £20,000 over terms of up to three years. This quarter, the Loan Fund received 4 applications and approved 2 loans, valued at £40,000. These loans are forecast to create 3 jobs with an estimated forecast economic impact of £108,636 GVA.

Midlothian Borders Tourism Action Group (MBTAG) - This project has secured over £400k from Scottish Enterprise and the Borders Railway Blueprint to deliver tourism business-to-business activity over a two year period. This quarter, 2 business-to-business events have been delivered including a Tourism Showcase networking event at the Transport Interchange for businesses in Midlothian and the Scottish Borders.

Scottish Borders Heritage Festival (Lighting the Borders) - The Festival secured funding of £93k, it delivered 204 events across 89 sites in the Borders which attracted 33,000 visitors (27% from outside the area). The event gained 'Signature' event status for the Year of History, Heritage and Archology.

Property - 115 general property enquiries have been received to date in 2017/18. This has resulted in a total of 14 new property leases which will generate £65.5k in annual rental income for the Council. The 115 property enquiries to date include 26 enquiries about purchasing plots. Of these, 7 are at the start of detailed exploration of business requirements and the cost implications. Sales are in hand for 2 enquirers from this year and 4 earlier enquiries.

Resource Efficient Scotland – since adopting the current referral process between Business Gateway and Resource Efficient Scotland (RES), 30 businesses have been referred. The businesses are at a variety of stages of assessment from initial 'Service Request' to audit completion and implementation. One business has been successful in securing a capital contribution from the Carbon Trust to undertake a significant lighting upgrade project, and is now pursuing funding to develop a heat recovery initiative.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	280	391	376	15	0	15	
Emergency Duty Team	293	240	287	322	(35)	0	(35)	Additional Staffing pressure.
Business Support - Staff Development	257	35	257	257	0	0	0	
Quality Improvement	207	155	206	195	11	0	11	
Services in Criminal Justice System	1,124	422	1,123	1,283	(160)	160	0	
Safer Communities	431	120	449	440	9	0	9	Unbudgeted Community Safety Manager post funded from reduction in Police Scotland SLA £34k and income from recharge £27k to Burnfoot Community Futures in respect of staff secondment.
Older People	24,448	13,379	18,798	19,407	(609)	0	(609)	Previously reported higher than budgeted level of care at home due to demand pressure, in particularly intensity of care plans. This has been further compounded by a range of additional pressures across the Older People service. Reassessment has resulted in increased 24 hour permanent care costs. A considerable increase in emergency respite has further driven pressure. Additionally, there is now significant cost pressures arising from much higher hours required in Housing with Care across a number of establishment, unbudgeted waking night cover and significantly more Extra Care Housing hours being commissioned beyond the block contract.
Joint Learning Disability	15,753	10,895	16,780	16,752	28	0	28	Small managed saving attributable to freeze on discretionary spend and removal of softer commitments.
Joint Mental Health	2,142	1,403	2,134	1,981	153	0	153	Work has been undertaken with senior managers to remove / postpone all soft commitments. Additionally, the early ending of a specific contract and managed staff turnover has enabled a saving to be projected in order to contribute to the wider health and social care position.
People with Physical Disabilities	6,160	2,806	3,300	3,502	(202)	0	(202)	An increase in Direct Payments through Self-Directed Support coupled to a small increase in client numbers with highly intensive care needs (including a young person in transition from Childrens services) has resulted in the adverse outturn position being reported.
Generic Services	4,369	985	5,226	4,596	630	0	630	It has been assumed that in order to achieve financial balance this year, the IJB will direct additional funding to social care functions. A request has been made to the Executive Management Team via the Chief Officer seeking the direction of £127k residual Social Care Funding and a further £474k residual Older People's Change Fund allocation. The direction of this resource is critical to the service achieving a breakeven position.
Total	**55,755**	**30,779**	**49,130**	**49,290**	**(160)**	**160**	**0**	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	(6)	68	68	0	0	0
Total	**68**	**(6)**	**68**	**68**	**0**	**0**	**0**

Key Highlights, Challenges and Risks

Health and Social Care services are experiencing significant financial pressure, in particular across those services delegated to the Health and Social Care Partnership. These pressures are primarily attributable to demand - across each service where financial pressure is being experienced, there is consistently additional levels of service being commissioned than the budget enables, either due to a greater number of clients or more intensive care and support being required. Where possible, Health and Social Care services have identified areas where savings can be delivered in order to mitigate these pressures as the above shows, but at this stage of the financial year, the Council has no option but to request additional funding which the IJB has available to mitigate the pressures. This has therefore been assumed in the projected bottom line above - a total of £601k has been requested.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-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	3,933	6,111	6,222	(110)	110	(0)	To allocate Early Years Expansion funding from Scottish Government of £482k. Earmarking of available budget (£376k) from 2017/18 into 2018/19 towards Financial Plan. Additional RSG to cover teachers pay award from January 2018 £4k.
Primary Schools	31,988	22,207	32,355	31,815	540	(540)	0	Projected Pupil Equity Fund carry forward earmarked from 2017/18 (£515k). Earmark available budget (£50k) from 2017/18 into 2018/19 towards Financial Plan. Increase previously projected earmarked DSM carry forward from 2017/18 (£16k). Additional RSG to cover teachers pay award from January 2018 £41k.
Secondary Schools	40,723	29,508	40,438	40,470	(32)	32	0	Projected Pupil Equity Fund carry forward earmarked from 2017/18 (£176k). Earmark available budget (£250k) from 2017/18 into 2018/19 towards Financial Plan. Reduction in projected DSM carry forward from 2017/18 £400k. Additional RSG to cover teachers pay award from January 2018 £58k.
Additional Support Needs	9,963	6,718	10,456	10,389	67	(67)	0	Earmark available budget (£89k) from 2017/18 into 2018/19 towards Financial Plan. Additional RSG to cover teachers pay award from January 2018 £22k.
Children & Families Social Work	14,927	10,456	14,401	14,401	0	0	0	
Educational Psychology	636	307	632	538	94	(94)	0	Earmark available budget (£94k) from 2017/18 into 2018/19 towards Financial Plan.
Central Schools	5,600	439	2,841	2,805	36	(36)	0	To transfer budget from Central Schools to Human Resources to part fund dedicated support £25k. Transfer (£11k) to Design Services for the centralisation of Architects & Engineers recharges.
School Meals	1,782	1,497	1,782	1,742	40	0	40	Increased income from uptake of school meals and provision of funded free meals in seven Early Years sites.
School Transport	3,627	961	3,627	3,667	(40)	0	(40)	School transport costs have increased with additional provision required at Lauder & Peebles, contract price increases and scholar pass price increases being absorbed.
Community Learning & Development	1,054	811	1,058	1,058	0	0	0	Balanced position forecast reflecting full delivery of Financial Plan savings.
Total	**116,719**	**76,838**	**113,700**	**113,105**	**595**	**(595)**	**0**	

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 confirmed. The service is proposing to earmark £860k of forecast underspend towards the funding of the 2018/19 Financial Plan. £376k is forecast to be available in Early Years partly to the delay in the roll-out of 1,140 hour provision (funding for 17/18 Financial Year/ provision rolled out in academic year), £300k is forecast to be available from Primary and Secondary Schools unallocated funding. £89k is forecast to be available in ASN / £94k in Children & Families Social Work all arising from increased staff vacancies in these services.
The expansion of Early Years provision to 1,140 hours per child has been rolled out in seven locations from August 2017 (Burnfoot / Coldstream / Eyemouth / Greenlaw / Kirkhope / Langlee / Philiphaugh) being fully funded by the Scottish Government.
Focus on teacher numbers and the pupil Teacher ratio remains a priority for the service with numbers confirmed in the September 2017 teacher census being maintained.
The External Placement budget remains a potential risk within Children & Families Social Work, with any new placements potentially resulting in a budget pressure.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	5,033	4,049	5,481	5,481	0	0	0	Efficiencies in staffing and discretionary spend being offset against Digital Transformation Financial Plan savings.
Business Planning Performance & Policy Development	494	679	1,052	1,037	15	(15)	0	Staff turnover savings used to offset pressures in Community Planning & Engagement and Democratic Services.
Community Planning & Engagement	555	414	589	594	(5)	5	0	£5k staffing pressure being met from staff underspend in Business Planning Performance & Policy Development.
Localities Fund	500	0	500	208	292	(292)	0	Earmark available budget in 2017/18 following round 1 approvals, for allocation in 2018/19 (£292k).
Customer Advice & Support Services	2,992	2,163	3,180	3,193	(13)	13	0	Financial Plan savings met from new structure implementation £8k additional saving being used to offset grants Financial Plan saving not yet met. £21k from RSG for DHP Administration.
Democratic Services	1,430	1,422	1,483	1,613	(130)	130	0	£10k pressure from delayed implementation of street naming and numbering fees being met from staff underspend in Business Planning Performance & Policy Development. Election pressure (£95k local government and £25k bi-election) to be funded from available budget in Loan Charges.
Business Change & Programme Management	829	523	507	490	17	(17)	0	Staff turnover savings being used to offset grants Financial Plan saving not yet met.
Discretionary Housing Payments	58	500	852	838	14	(14)	0	£14k to be earmarked towards 2018/19 Financial Plan.
Housing Benefits	593	(145)	886	979	(93)	93	(0)	Additional RSG £185k to cover loss of Management Fee received, £93k to cover pressure within Housing Benefit and £92k to go to projected under recovery in Council Tax.
Non Domestic Rates Relief	150	170	172	172	0	0	0	
Scottish Welfare Fund	492	82	473	473	0	0	0	
Total	**13,126**	**9,857**	**15,176**	**15,079**	**97**	**(97)**	**0**	

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. A review of Housing Benefit income and expenditure is underway and any necessary permanent actions will be undertaken upon its completion.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	229	410	410	0	0	0	
Finance	3,689	1,956	4,518	4,568	(50)	50	0	Unachievable procurement savings met from underspend in Loans Charges (£50k). Balance of procurement savings (£70k) being found from within the service (corporate pay award allocation not required).
Information Technology	6,475	8,153	10,288	10,318	(30)	30	0	Excess construction costs relating to rollout of broadband network to be funded from underspend in HR (£30k).
Capital Financed from Current Revenue	0	0	0	0	0	0	0	
Interest on Revenue Balances	(20)	(1)	(20)	(20)	0	0	0	
Loan Charges	20,185	13,807	18,292	18,122	170	(170)	0	Projected underspend to be used to fund unachievable procurement savings (£50k) and in-year election pressure (£120k).
Provision for Bad Debts	125	125	125	125	0	0	0	
Recharge to Non-General Fund	(701)	(48)	(611)	(611)	0	0	0	
Total	**30,130**	**24,221**	**33,003**	**32,912**	**90**	**(90)**	**0**	

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.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	2,180	3,350	3,294	56	(56)	0	Staff turnover savings (£28k). Transfer of budget from Children & Young People to fund dedicated service support (£25k). Underspend in enhanced pension/strain on fund budget (£43k). Earmark underspend in training budget towards 201819 Financial Plan (£10k). Underspends being used to fund pressure in HRSS, grants Financial Plan saving and excess construction costs relating to broadband rollout in IT (£68k). Earmark underspend (£3k) to fund transformation programmes in 2018/19, including South of Scotland Enterprise Agency.
HR Shared Services	672	676	652	665	(13)	13	0	Agency and overtime pressure.
Early Retirement/Voluntary Severance	418	64	236	236	0	0	0	
Communications & Marketing	464	392	510	510	0	0	0	
Corporate Transformation	(1,052)	196	1,671	1,557	114	(114)	0	Unachievable Financial Plan savings relating to review of commissioning arrangements - grants (£50k) being offset by £25k from within HR service and £25k from available budget within Customer & Communities. Earmark underspend to fund transformation programmes, including IT, in 2018/19 (£111k) and 2018/19 Financial Plan (£53k).
Total	**2,476**	**3,509**	**6,418**	**6,261**	**157**	**(157)**	**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'.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18 AT END OF MONTH: Dec-17

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	(180)	718	1,022	(304)	304	0	Planning & Building Standards Fee income has declined in the last quarter (£100k). Budget transfer from Passenger transport (£72k), Audit & risk (£4k), Protective services (£15k) and Housing Strategy & Services (£9k). Financial plan savings achieved from Legal Services (£31k) and Protective Services (£175k). Transfer (£2k) to Design Services for the centralisation of Architects & Engineers recharges.
Assessor & Electoral Registration Services	682	421	612	612	(0)	0	(0)	Balanced position forecast.
Passenger Transport	2,253	3,470	2,271	2,199	72	(72)	0	Savings in Transport Interchange supplies and services (£33k) and repairs & maintenance (£25k). Minibuses has an improved net position of (£14k). Overall underspend (£72k) transferred to Planning Services towards fee income pressure.
Audit & Risk	375	224	329	325	4	(4)	(0)	£4k vacancy savings transferred to Planning Services towards fee income pressure.
Legal Services	736	422	650	615	35	(35)	(0)	Vacancy savings (£31k) transfer to Planning Services towards financial plan savings. Transfer (£4k) to Design Services for the centralisation of Architects & Engineers recharges.
Protective Services	1,717	986	1,619	1,429	190	(190)	(0)	£190k Health & Safety vacancy savings, £175k transfer to Planning Services towards financial plan savings & £15k towards fee income pressure.
Housing Strategy & Services	1,606	506	3,827	3,806	21	(21)	0	Additional income from Skills Development Scotland (£21k). Transfer to Planning Services towards fee income pressure (£9k). Transfer to Assets & Infrastructure towards Property Services pressure (£12k).
Total	**8,126**	**5,848**	**10,026**	**10,008**	**18**	**(18)**	**(0)**	

Key Highlights, Challenges & Risks

Regulatory Services is forecasting a balanced position. Budget pressures within the Planning Services have been largely covered from underspends in Protective Services, Passenger Transport, Legal and Audit & Risk. Planning income is highly variable and declined in the 3rd quarter of this year. This income will be closely monitored for the remainder of the year.

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Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 2**
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Budget Virement Requirement **Assets & Infrastructure** **No. of Virements 1**

1 Virement is required from

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Various	£	£	£
Budget Head	Third Party Payments	(54,716)	(54,716)	0

Department	Regulatory Services	2017/18	2018/19	2019/20
Service	Various	£	£	£
Budget Head	Third Party Payments	(6,251)	(6,251)	0

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Various	£	£	£
Budget Head	Third Party Payments	(10,965)	(10,965)	0

Department	Economic Development & Corporate Services	2017/18	2018/19	2019/20
Service	Various	£	£	£
Budget Head	Third Party Payments	(4,688)	(4,688)	0

Department	Finance, IT & Procurement	2017/18	2018/19	2019/20
Service	Financial Services	£	£	£
Budget Head	Third Party Payments	(250)	(250)	0

	Total	(76,870)	(76,870)	0

To

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Design Services	£	£	£
Budget Head	Income	76,870	76,870	0

Because Centralisation of Architects & Engineers recharges.

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 2**
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Budget Virement Requirement **Economic Development & Corporate Services** **No. of Virements 1**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Economic Development & Corporate Services			
Service	Corporate Policy	£	£	£
Budget Head	Employee Costs	(11,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Economic Development & Corporate Services			
Service	Commercial Property Income	£	£	£
Budget Head	Income	11,000	0	0

Because Staffing underspend to be used to offset anticipated reduced property rental income (£11k).

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 2**
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Budget Virement Requirement **Children & Young People** **No. of Virements 1**

1 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(25,000)	0	0

To

Department	Human Resources	2017/18	2018/19	2019/20
Service	Human Resources	£	£	£
Budget Head	Employee Costs	25,000	0	0

Because To transfer budget from Central Schools to Human Resources to part fund dedicated support for Children & Young People Service.

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 2**
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Budget Virement Requirement **Customer & Communities** **No. of Virements 3**

1 Virement is required from

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Customer Advice & Support Services	£	£	£
Budget Head	Employee Costs	(8,000)		
Service	Business Change & Programme Management	£	£	£
Budget Head	Employee Costs	(17,000)		
	Total	(25,000)	0	0

To

Department	Human Resources	2017/18	2018/19	2019/20
Service	Corporate Transformation	£	£	£
Budget Head	Supplies & Services	25,000		

Because Underspends within employee costs to offset savings from Grants not yet achieved (£25k).

2 Virement is required from

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Housing Benefits	£	£	£
Budget Head	Income	(91,591)		

To

Department	Financed By	2017/18	2018/19	2019/20
Service	Council Tax	£	£	£
Budget Head	Income	91,591		

Because Additional Housing Benefit Income to cover under-recovery within Council Tax.

3 Virement is required from

		2017/18	2018/19	2019/20
Department	Customer & Communities			
Service	Business Planning Performance & Policy Development	£	£	£
Budget Head	Employee Costs	(15,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Customer & Communities			
Service	Community Planning & Engagement	£	£	£
Budget Head	Employee Costs	5,000	0	0
Service	Democratic Services	£	£	£
Budget Head	Income	10,000	0	0
	Total	15,000	0	0

Because Staff turnover savings to be used to offset staffing pressure in Community Planning & Engagement (£5k) and unachievable income from street naming and numbering due to delayed implementation (£10k).

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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	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(170,000)	0	0

To

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Democratic Services	£	£	£
Budget Head	Employee Costs	120,000	0	0

Department	Finance IT & Procurement	2017/18	2018/19	2019/20
Service	Finance	£	£	£
Budget Head	Supplies & Services	50,000	0	0

Total	170,000	0	0

Because Underspend in Loan Charges to be used to fund undelivered procurement savings (£50k) and in year election (local government & bi-election) costs (£120k).

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 2**
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Budget Virement Requirement **Human Resources** **No. of Virements 1**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Human Resources			
Service	Human Resources	£	£	£
Budget Head	Employee Costs	(68,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Human Resources			
Service	HR Shared Service	£	£	£
Budget Head	Employee Costs	13,000	0	0
Service	Corporate Transformation	£	£	£
Budget Head	Supplies & Services	25,000	0	0
Department	Finance IT & Procurement			
Service	Information Technology	£	£	£
Budget Head	Supplies & Services	30,000	0	0
	Total	68,000	0	0

Because Underspend in enhanced pension/strain on fund (£43k) and staff turnover savings (£25k) to be used to fund agency & overtime pressure in HRSS (£13k), savings from grants not yet achieved (£25k) and excess construction costs for broadband rollout (£30k).

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Budget Virement Requirement **Regulatory Services** **No. of Virements 3**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Regulatory Services			
Service	Passenger Transport	£	£	£
Budget Head	Supplies & Services	(58,000)	0	0
Budget Head	Transport Related Expenses	(14,000)	0	0
Service	Audit & Risk	£	£	£
Budget Head	Employee Costs	(4,000)	0	0
Service	Protective Services	£	£	£
Budget Head	Employee Costs	(15,000)	0	0
Service	Housing Strategy & Services	£	£	£
Budget Head	Income	(9,000)	0	0
	Total	(100,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Regulatory Services			
Service	Planning Services	£	£	£
Budget Head	Income	100,000	0	0

Because Transfer of budget from underspends in Passenger Transport, Audit & Risk, Protective Services and Housing Strategy & Services to Planning Services towards fee income pressure.

2 Virement is required from

		2017/18	2018/19	2019/20
Department	Regulatory Services			
Service	Legal Services	£	£	£
Budget Head	Employee Costs	(30,984)	0	0
Service	Protective Services	£	£	£
Budget Head	Employee Costs	(175,030)	0	0
	Total	(206,014)	0	0

To

		2017/18	2018/19	2019/20
Department	Regulatory Services			
Service	Planning	£	£	£
Budget Head	Employee Costs	206,014	0	0

Because Transfer of budgets towards Regulatory Services financial plan savings

3 Virement is required from

		2017/18	2018/19	2019/20
Department	Regulatory Services			
Service	Housing Strategy & Services	£	£	£
Budget Head	Income	(12,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Assets & Infrastructure			
Service	Property Management Services	£	£	£
Budget Head	Supplies & Services	12,000	0	0

Because Transfer of budget towards a budget pressure in Property Rationalisation.

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Budget Virement Requirement **Financed by** **No. of Virements 5**

1 Virement is required from

Department	Financed by	2017/18	2018/19	2019/20
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(159,618)	0	0

To

Department	Health and Social Care	2017/18	2018/19	2019/20
Service	Criminal Justice	£	£	£
Budget Head	Third Party Payment	59,405	0	0
Budget Head	Income	100,213	0	0
	Total	159,618	0	0

Because Grossing up of Criminal Justice grant in line with revised allocation and aligning to expenditure within the service.

2 Virement is required from

Department	Financed by	2017/18	2018/19	2019/20
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(21,000)	0	0

To

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Customer Advice & Support Services	£	£	£
Budget Head	Employee Costs	21,000	0	0

Because Grossing up of RSG for Discretionary Housing Payments Administration.

3 Virement is required from

Department	Financed by	2017/18	2018/19	2019/20
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(184,855)	0	0

To

Department	Customer & Communities	2017/18	2018/19	2019/20
Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	184,855	0	0

Because Grossing up of RSG to cover loss of Management Fee within Housing Benefits

4 Virement is required from

		2017/18	2018/19	2019/20
Department	Financed by			
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(482,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Children & Young People			
Service	Early Years	£	£	£
Budget Head	Employee Costs	482,000	0	0

Because To allocate grant funding from Scottish Government for Early Learning and Childcare 1140 hours expansion for 2017/18.

5 Virement is required from

		2017/18	2018/19	2019/20
Department	Financed by			
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(125,000)	0	0

To

		2017/18	2018/19	2019/20
Department	Children & Young People			
Service	Early Years	£	£	£
Budget Head	Employee Costs	3,750	0	0
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	41,250	0	0
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	57,500	0	0
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	22,500	0	0
	Total	125,000	0	0

Because Grossing up of RSG to cover 1% teachers pay award from January 2018.

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Budget Virement Requirement **Culture & Sport** **No. of Virements 1**

1 Virement is required from

Department	Culture & Sport	2017/18	2018/19	2019/20
Service	Sports Services	£	£	£
Budget Head	Premises Related	(71,000)	71,000	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	71,000	(71,000)	0

Because To earmark pitch maintenance budget, including Hawick MUGA, into 2018/19 (£71k).

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 3**
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Budget Virement Requirement **Assets & Infrastructure** **No. of Virements 2**

1 Virement is required from

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Major Projects	£	£	£
Budget Head	Third Party Payments	(15,000)	0	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	15,000	0	0

Because To earmark available feasibility budget towards 2018/19 Financial Plan (£15k).

2 Virement is required from

Department	Assets & Infrastructure	2017/18	2018/19	2019/20
Service	Neighbourhoods Operations	£	£	£
Budget Head	Third Party Payments	(39,660)	39,660	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	39,660	(39,660)	0

Because To earmark unallocated Quality of Life budget into 2018/19.

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 3**
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Budget Virement Requirement **Economic Development & Corporate Services** **No. of Virements 1**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Economic Development & Corporate Services			
Service	Economic Development	£	£	£
Budget Head	Employee Costs	(49,000)	0	0

		2017/18	2018/19	2019/20
Department	Human Resources			
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	0	0	0
	Total	(49,000)	0	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	49,000	0	0

Because To earmark staff turnover savings through delayed recruitment towards 2018/19 Financial Plan (£49k).

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 3**
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Budget Virement Requirement **Children & Young People** **No. of Virements 3**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Children & Young People			
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(514,800)	514,800	0
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	(175,500)	175,500	0
	Total	(690,300)	690,300	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	690,300	(690,300)	0

Because To earmark Pupil Equity Funding received from Scottish Government targeting children most affected by the poverty related attainment gap due to delay in staff recruitment and agreement of action plans from 2017/18 to 2018/19 in line with the academic year.

2 Virement is required from

		2017/18	2018/19	2019/20
Department	Children & Young People			
Service	Early Years	£	£	£
Budget Head	Employee Costs	(375,556)	0	0
Service	Primary Schools	£	£	£
Budget Head	Supplies & Services	(50,000)	0	0
Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	(250,000)	0	0
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	(89,401)	0	0
Service	Educational Psychology	£	£	£
Budget Head	Employee Costs	(93,807)	0	0
	Total	(858,764)	0	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	858,764	0	0

Because To earmark available budget from 2017/18 to 2018/19 towards Financial Plan.

3 Virement is required from

Department	Children & Young People	2017/18	2018/19	2019/20
Service	Primary Schools	£	£	£
Budget Head	Supplies & Services	(16,526)	16,526	0
Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	399,962	(399,962)	0
	Total	383,436	(383,436)	0

To

Department		2017/18	2018/19	2019/20
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	(383,436)	383,436	0

Because Reduction in previously earmarked projected Primary and Secondary carry forward including externally funded projects from 2017/18 to 2018/19 as per most recent projections.

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Budget Virement Requirement **Customer & Communities** **No. of Virements 2**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Customer & Communities			
Service	Discretionary Housing Payments	£	£	£
Budget Head	Transfer Payments	(14,000)	0	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	14,000	0	0

Because To earmark underspend towards 2018/19 Financial Plan (£14k).

2 Virement is required from

		2017/18	2018/19	2019/20
Department	Customer & Communities			
Service	Localities Fund	£	£	£
Budget Head	Supplies & Services	(292,000)	292,000	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	292,000	(292,000)	0

Because To earmark available Localities Bid budget for allocation in 2018/19 (£292k).

Scottish Borders Council **Revenue Financial Plan 2017/18** **Appendix 3**
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Budget Virement Requirement **Human Resources** **No. of Virements 1**

1 Virement is required from

		2017/18	2018/19	2019/20
Department	Human Resources			
Service	Human Resources	£	£	£
Budget Head	Employee Costs	(3,000)	0	0
	Third Party Payments	(10,000)	0	0
Service	Corporate Transformation	£	£	£
Budget Head	Supplies & Services	(124,000)	114,000	0
	Third Party Payments	(40,000)	0	0
	Total	(177,000)	114,000	0

To

		2017/18	2018/19	2019/20
Department				
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	177,000	(114,000)	0

Because To earmark staff turnover savings (£3k) and training underspend (£10k) in Human Resources and underspend in Corporate Transformation (£164k), to fund the 2018/19 transformation programme (£114k) and Financial Plan (£63k).

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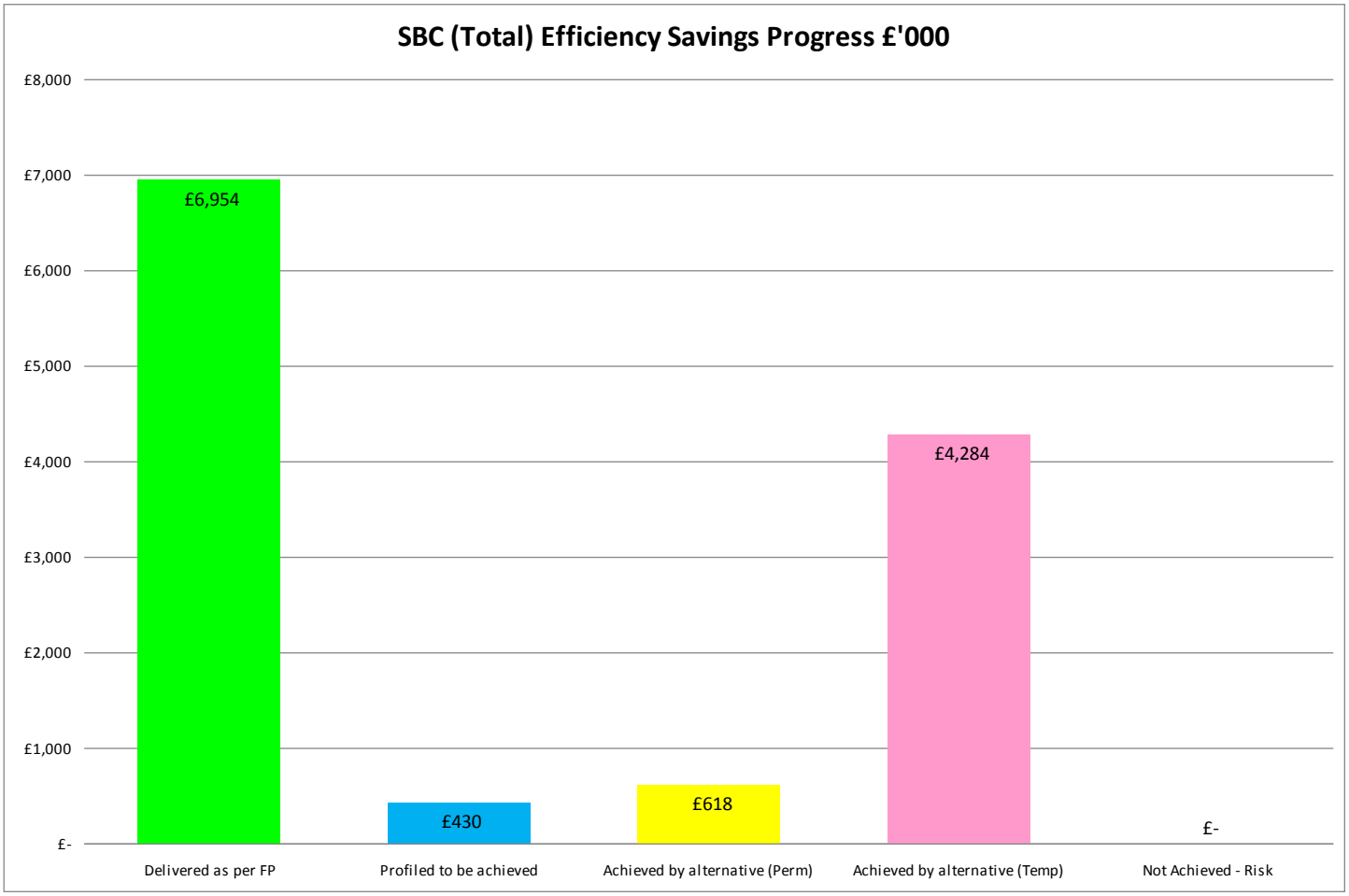
Appendix 4

FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

SBC Total

Status		Saving £'000	Saving %
Delivered as per FP	£	6,954	57%
Profiled to be achieved	£	430	3%
Achieved by alternative (Perm)	£	618	5%
Achieved by alternative (Temp)	£	4,284	35%
Not Achieved - Risk	£	-	0%
		12,286	**100%**



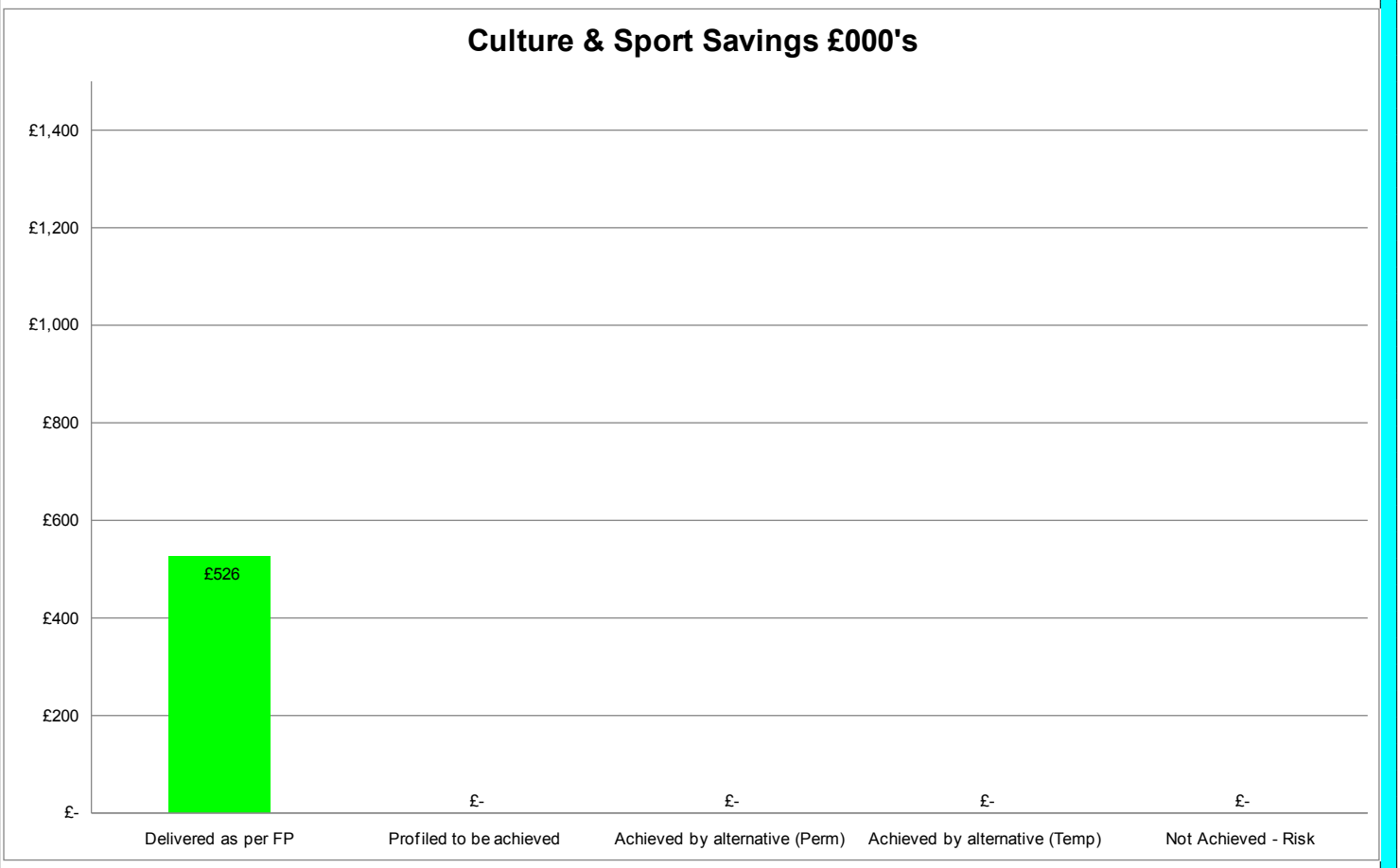
Appendix 4

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	**526**	**0**	**0**	**0**	**0**



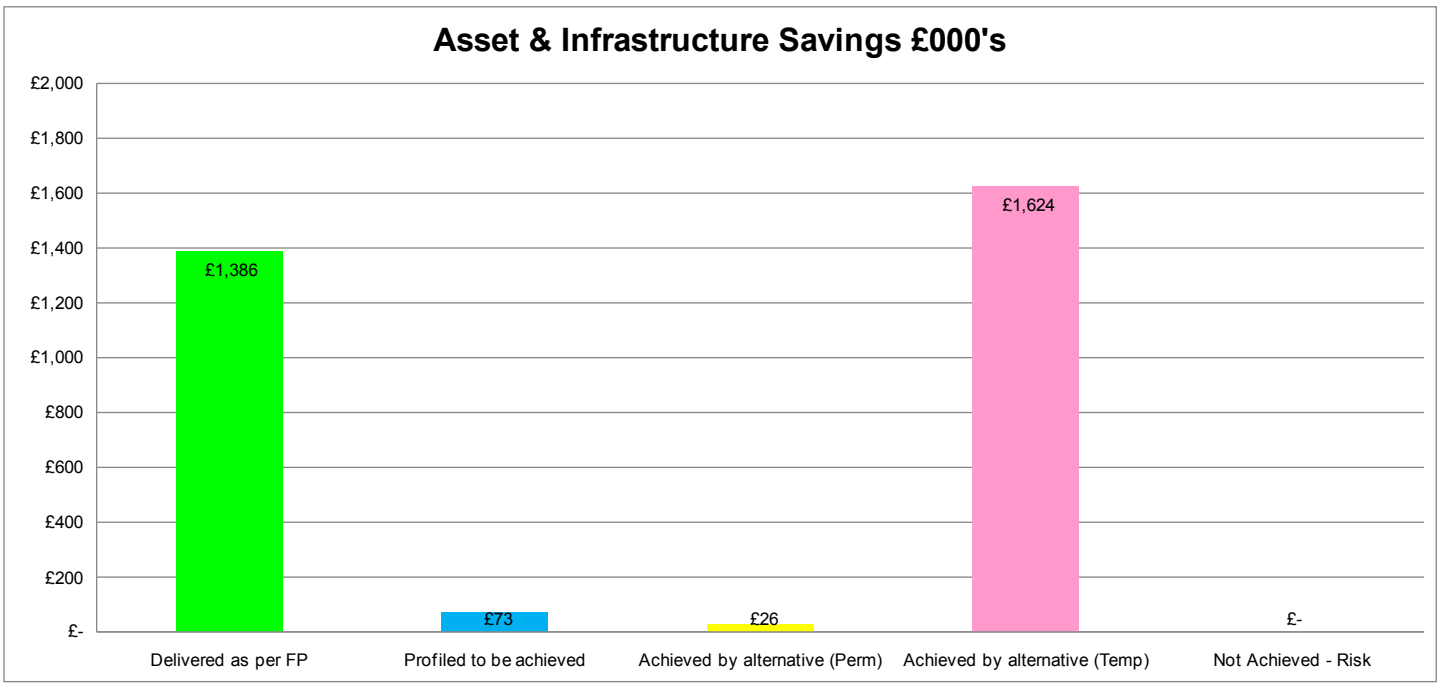
Appendix 4

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				260	
More efficient property and asset portfolio	144			24	120	
Review of Street Lighting provision (SLEEP project)	245	183			62	
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			234	
Neighbourhood Delivery Model (floral/grass/bins)	150	150				
New delivery model for Public Toilet provision	211	67			144	
Capitalise Roads	500	500				
Place 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	50				50	
Energy Efficiency Project	198	121	43		34	
	3,109	**1,386**	**73**	**26**	**1,624**	**0**



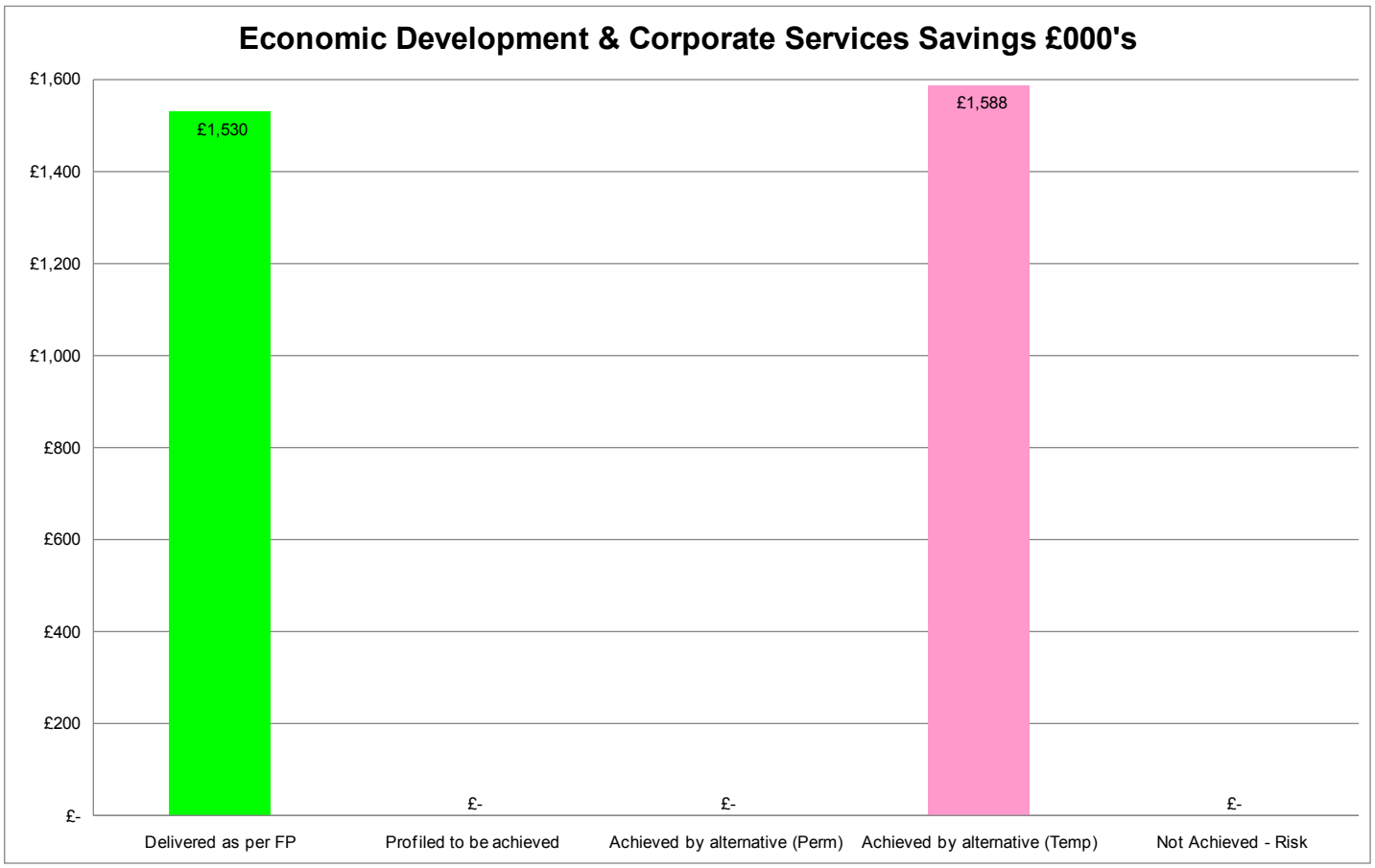
Appendix 4

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				
SBConnect Advertising	50				50	
Reduction in external printing costs	25				25	
Reduction in printing contract through contract renewal	30				30	
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	568			1,082	
	3,118	**1,530**	**0**	**0**	**1,588**	**0**



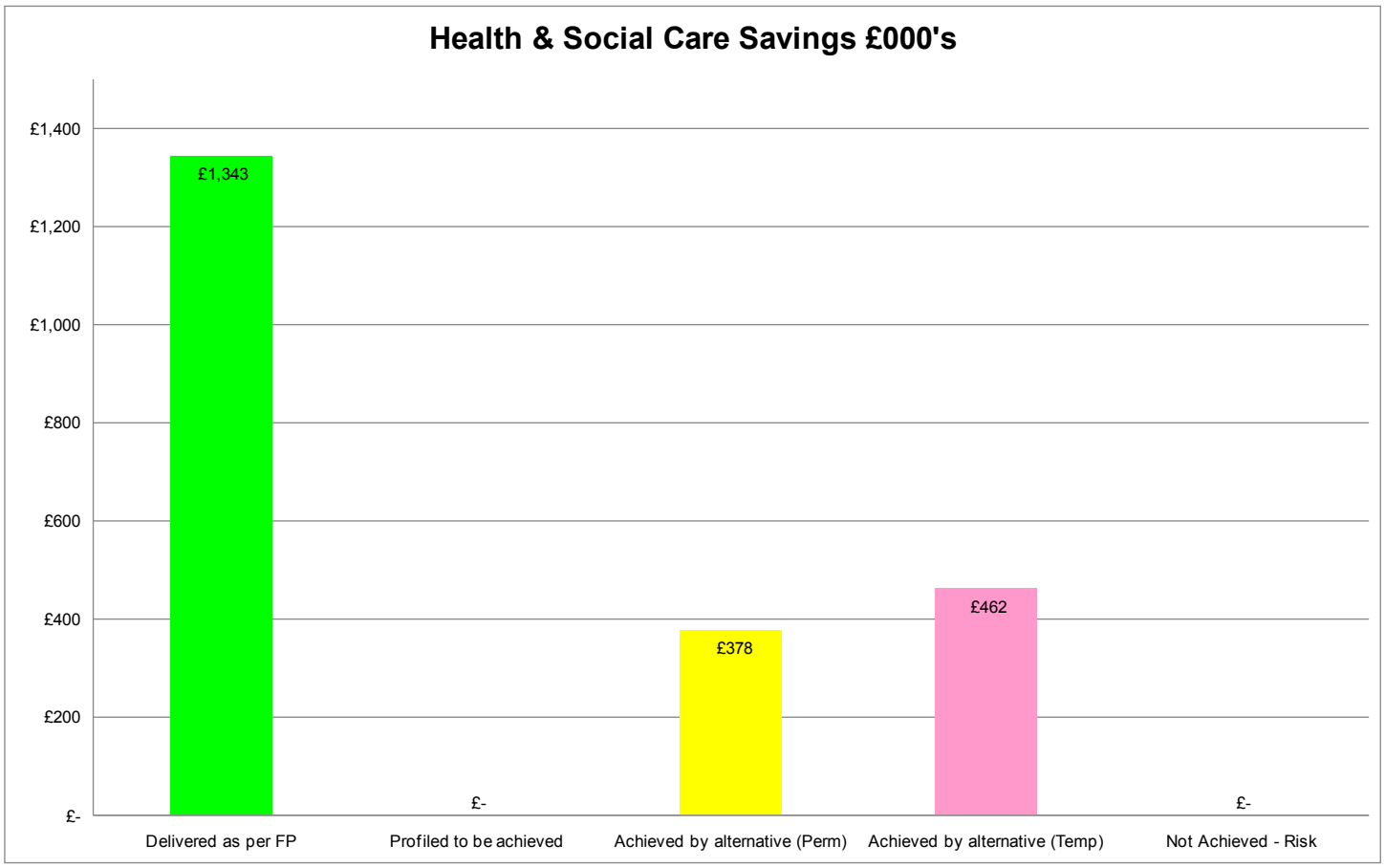
Appendix 4

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	215		160		
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	465			409	
	2,183	**1,343**	**0**	**378**	**462**	**0**



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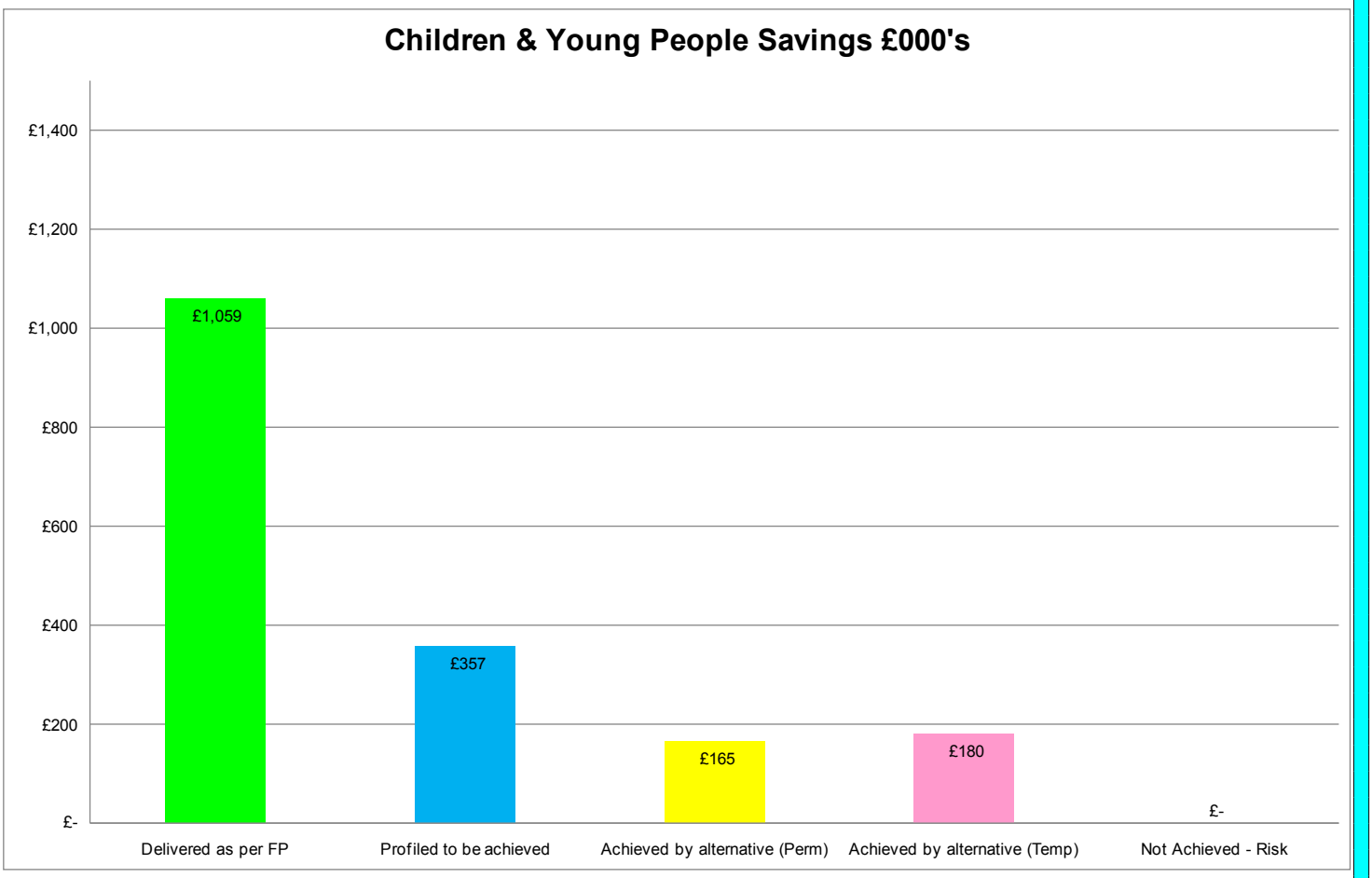
FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

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 (CLD)	50		50			
Review Early Years Service	100	100				
Harmonise sickness allowance to schools (DSM Allocation)	100		100			
Review Outdoor Education Service	95			40	55	
Review Central Schools Budgets (DTS)	50	50				
Review of Cleaning arrangements in schools	50	50				
Reduce commissioned services from CYPPP	100	100				
Review commissioned services within ASN	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**	**165**	**180**	**0**



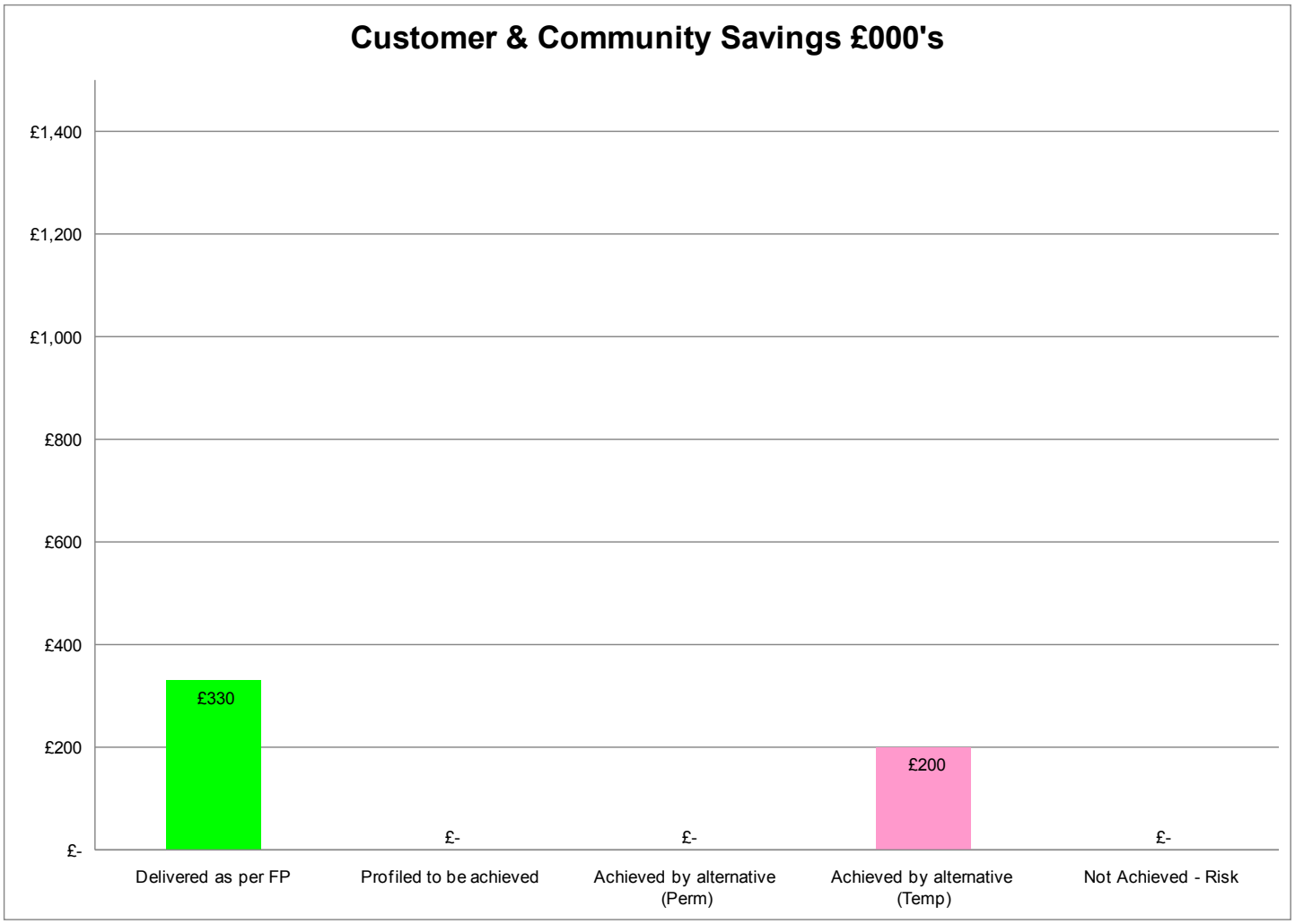
Appendix 4

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				200	
2nd Homes Council Tax	114	114				
	530	**330**	**0**	**0**	**200**	**0**



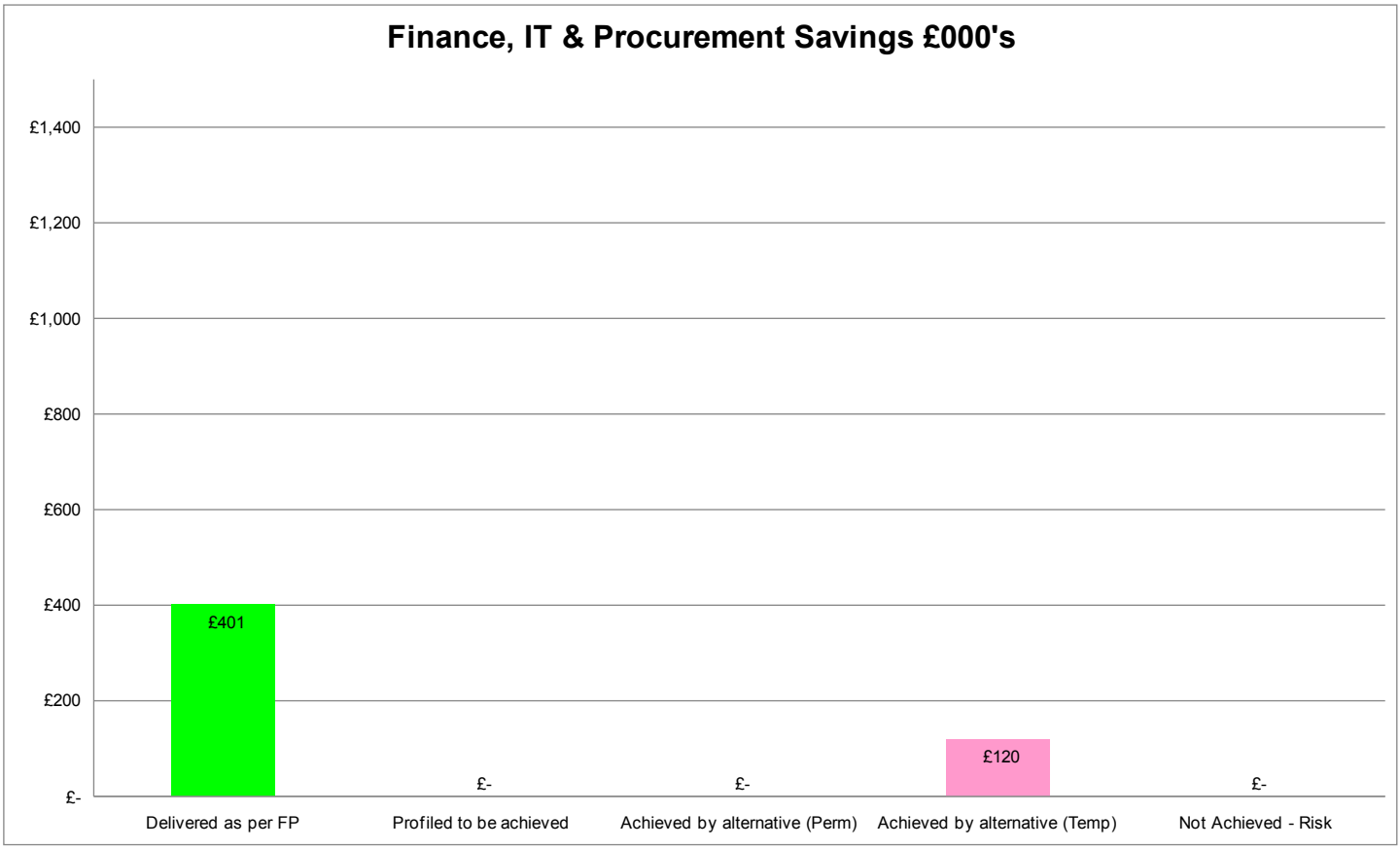
Appendix 4

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 CEC	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**	**0**	**0**	**120**	**0**



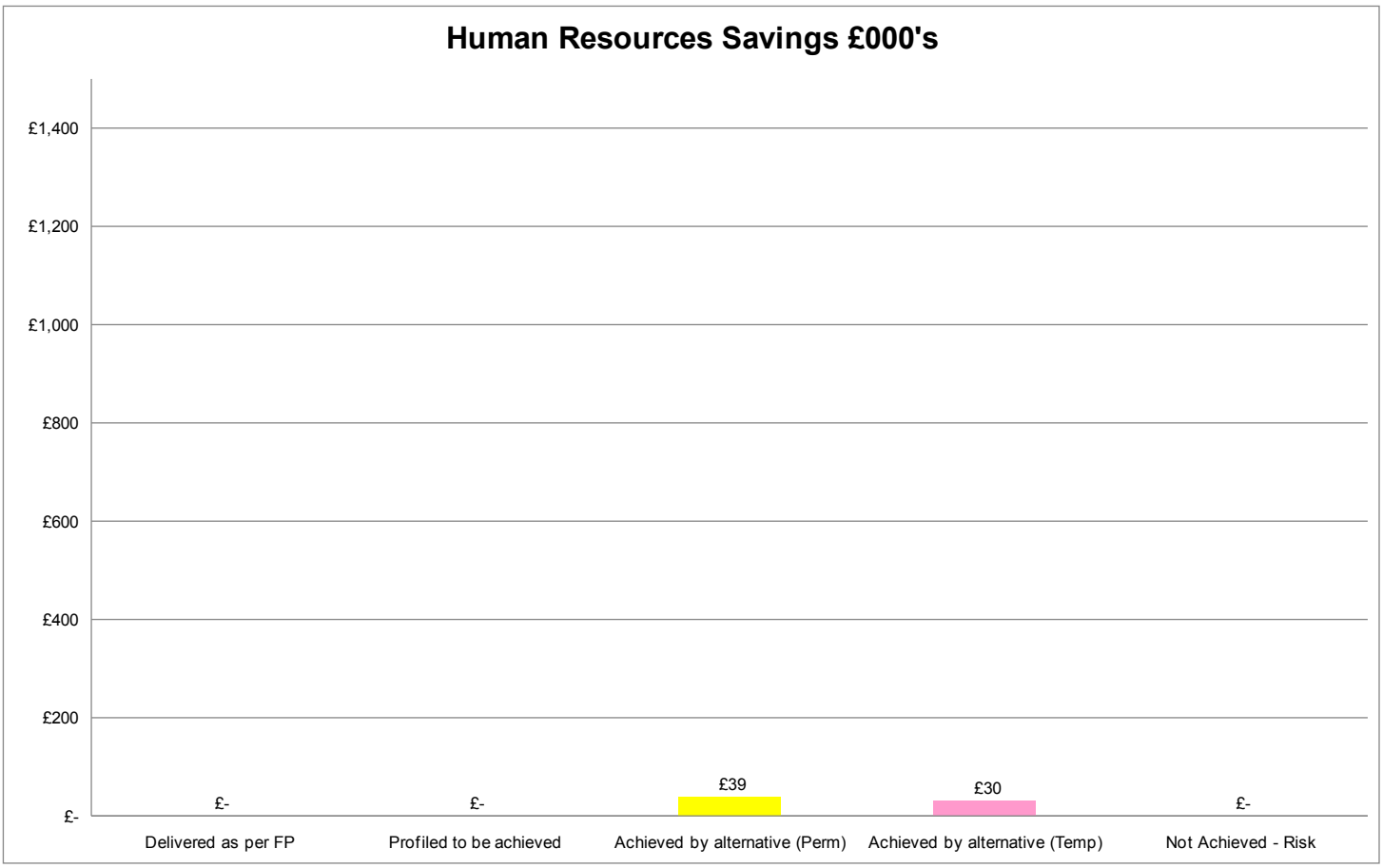
Appendix 4

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
HR - Reduction occupational health	30				30	
HR - Reduction to training	30			30		
Employee Benefits	9			9		
	69	**0**	**0**	**39**	**30**	**0**



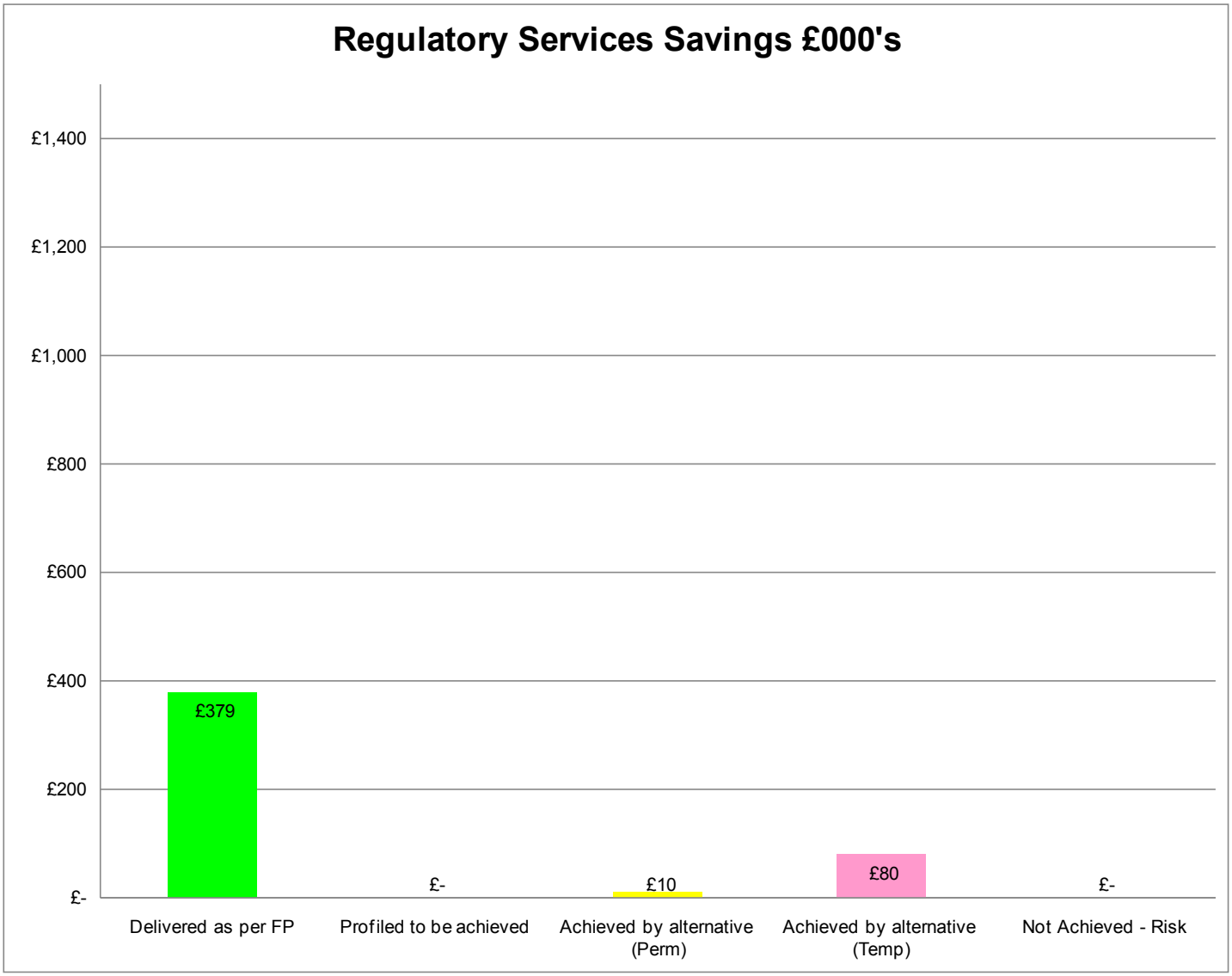
Appendix 4

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	10			10		
Charge for Pre-Planning advice	10	10				
Review of Statutory Services & Service Directorate	234	234				
	469	**379**	**0**	**10**	**80**	**0**



BALANCES AT 31 MARCH 2018

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2018

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 £4.147m as a result of approved planned draw downs and further allocations during 2017/18. A total of £2m 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 £20.806m, compared to £19.705m at 31 March 2017.

1.5 The projected balance on the Capital Fund of £4.796m 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 31 December 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)	1.316
Earmarked Balances (DSM)	1.036
Allocated Balances	4.147
General Fund (Unallocated Reserve)	5.638
Corporate Property Repairs & Renewals Fund	0
Insurance Fund	1.373
Plant & Vehicles Renewals Fund	5.697
Capital Fund (exc. Developer Contributions)	1.599
	20.806

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 with an updated risk register presented as part of the budget setting process on 20 February 2018.

4.4 **ALLOCATED BALANCES**

Allocated balances were £3.147m at the last reporting and since then have risen to £4.147m 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	2.000	(1.506)	2.000
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**	**2.272**	**(4.174)**	**4.147**

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:

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Appendix 1

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**	**5,899**	**18,295**
Projected Income (RSG, NDR, Council Tax)	255,006				**255,006**
Projected Net Revenue Expenditure	(261,165)				**(261,165)**
Earmarked Balances from previous year	6,446	(1,690)	(4,756)		**0**
Transfer Earmarked Balance to adverse weather allocated reserve	(150)			150	**0**
Earmarked Balances to future years	(4,243)	1,036	3,207		**0**
Transfer Earmarked Balance to 2018/19 Financial Plan allocated reserve			(2,000)	2,000	**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**	**1,036**	**1,316**	**4,147**	**12,137**

Allocated Reserves

	£'000	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	0	892	
2014/15 :								
CFCR's not yet applied to capital	262	34	228	25	203	68	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	68	435	
	3,379	1,158	2,221	826	1,395	68	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	600	0	
Drawdown of balances for Council's contribution towards Bellwin Scheme claim		0	0		0		0	
	0	-1,139	1,139	341	798	600	198	
2016/17 :								
Allocation of 2015/16 underspend to IT transfrmation				-1284	1284	1284	0	
IT Transformation in 2017/18				-716	716	716	0	
Financial Plan allocated reserve				-1506	1506	1506	0	
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	0	-2,272	2,272	
	3,379	19	3,360	-2,689	6,049	1,902	4,147	

Appendix 2

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	1,457	**5,760**
	2,222	7,003	2,582	**11,807**
Projected Expenditure	2,222	1,306	1,209	**4,737**
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2018	**-**	**5,697**	**1,373**	**7,070**

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Appendix 3

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	325
Education & Lifelong Learning	3,095	1,860
Planning & Economic Development	-	-
Social Work - Affordable Housing	650	510
Accrued Interest	502	502
Sub Total Developer Contributions	**4,569**	**3,197**
Capital Receipts	**1,599**	**1,599**
Total	**6,167**	**4,796**

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MONITORING OF THE CAPITAL FINANCIAL PLAN 2017/18

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

14 February 2018

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 31 December 2017. Key issues identified in these tables are summarised within the main report. The tables identify a projected net variance of £12.951m against the approved budget.

1.3 The most significant items for the variance are budget timing movements to future years of £12.909m, with the majority of the movement relating to £5.022m for the Easter Langlee Waste Transfer Station, £2.5m for the Central Borders Business Park and £2.554m for the Hawick Regeneration project.

1.4 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.

1.5 Appendix 3 contains a summarised list of timing and budget movements within the 2017/18 Capital Plan.

1.6 Appendix 4 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

2 RECOMMENDATIONS

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

(a) Agrees the projected outturns in Appendix 1 as the revised capital budget;

(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, 21 November 2017		**56,764**
Executive 21 November 2017 – Street Lighting Energy Efficiency Project	(865)	
Technical adjustment – Assets & Infrastructure	(12)	
In Year Budget Movements		**(877)**
Latest Approved Capital Plan 2017/18 at 31 December 2017		**55,888**

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 third 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 31 December 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 31 December 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 **Asset Rationalisation**

A timing movement is required for £1.133m to 2018/19 to reflect the timescales for the delivery of projects.

5.3 **Roads & Bridges -inc. RAMP, Winter Damage & Slopes**

A timing movement is required for £0.726m which relates to Lowood Bridge works originally scheduled for Summer 2018 being undertaken early and an acceleration in the programme of scheduled capital works originally budgeted for in 2018/19.

5.4 **New Easter Langlee Waste Transfer Station**

A timing movement is required for £5.013m to 2018/19 and £0.009m to 2019/20 to reflect the latest works programme in where advanced works are scheduled to commence in February 2018 with the main works to start in April 2018.

5.5 **Early Learning and Childcare**

A timing movement is required for £1.781m to 2018/19 to reflect the delivery programme for projects identified where delivery will be in the following financial year and will enhance the early years provision capacity.

5.6 **Jim Clark Museum**

A timing movement is required for £0.918m to 2018/19 and £0.005m to 2019/20 to reflect the reprofiling of the project budget to match the latest project programme. The detailed design stage and preparation for procurement continue and following tender award works on site are anticipated to commence in Summer 2018.

5.7 **Great Tapestry of Scotland - Building**

The project remains overall on budget, however a timing movement between 2017/18, 2018//19 and 2019/20 is required to reflect the latest project programme. The project assumes external contributions totalling £3.2m. Any variation in the amount of Town Centre Regeneration Fund grant award would have an impact on the project. The outcome of the award process is expected in early March.

5.8 **Central Borders Business Park**

A timing movement of £2.5m is required to 2018/19 to reflect the latest anticipated spend profile for the project.

5.9 **Hawick Regeneration**

The detailed delivery programme for town centre office development has identified that planning, procurement and construction will take place in 2018/19 resulting in timing movement from 2017/18 of £2.554m reprofiled between 2018/19 and 2019/20.

5.10 **Planned Programme Adjustments**

A number of timing movements due to be funded from Council borrowing are being offset against this budget which reduces it to zero in all years of the operational plan.

5.11 **IT installation in new schools**

Kelso High School, Duns, Broomlands and Langlee Primary schools are now

open. A pressure of £355k has arisen due to the installation of new IT equipment rather than the re-use of existing resources. The machines have been reused in other locations, this will reduce costs of the planned refreshed programme.

5.12 **Emergency & Unplanned Schemes**

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

	£000s
Budget as Approved at Executive 21 November 2017	**0**
Executive – 1 November 2017 – Street Lighting Energy Efficiency Project	409
Underspend on Telecare project	83
IT installation in new schools pressure	(355)
Projected Balance	**137**

6 IMPLICATIONS

6.1 **Financial**

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

(b) Any capital borrowing requirements associated with these changes will be managed in line with the approved Treasury Strategy from approved budgets. The principal part of the capital financial plan is funded by long term loans and the resultant loan charges are reported within the revenue monitoring reports.

6.2 **Risk and Mitigations**

(a) At the end of December 2017, actual expenditure totalled £21.656m which represents 49% 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 **Signature .....**
Chief Financial Officer

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

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

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Scottish Borders Council
Capital Financial Plan

SUMMARY

	2017/18				2018/19			2019/20			2020/21 - 2026/27		
	Actual to 31/12/17	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	525	1,315	1,266	49	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	88	100	100	0	1,100	0	1,100	300	0	300	600	0	600
Flood & Coastal Protection	1,041	2,224	2,384	-160	2,459	160	2,619	12,498	0	12,498	27,656	0	27,656
Land and Property Infrastructure	1,711	3,733	5,745	-2,013	3,481	2,096	5,577	3,092	0	3,092	20,292	0	20,292
Road & Transport Infrastructure	5,286	11,620	11,241	379	9,789	-793	8,996	8,392	253	8,645	70,437	-260	70,177
Waste Management	382	652	5,925	-5,273	605	5,264	5,869	425	9	434	401	0	401
Total Assets & Infrastructure	**9,033**	**19,644**	**26,661**	**-7,018**	**19,434**	**6,727**	**26,161**	**26,707**	**262**	**26,969**	**133,386**	**-260**	**133,126**
Corporate	112	4,099	4,099	0	553	0	553	529	0	529	3,962	0	3,962
Total Other Corporate Services	**112**	**4,099**	**4,099**	**0**	**553**	**0**	**553**	**529**	**0**	**529**	**3,962**	**0**	**3,962**
School Estate	10,768	14,609	16,832	-2,223	7,477	2,431	9,908	5,810	148	5,958	28,241	0	28,241
Total Children & Young People	**10,768**	**14,609**	**16,832**	**-2,223**	**7,477**	**2,431**	**9,908**	**5,810**	**148**	**5,958**	**28,241**	**0**	**28,241**
Sports Infrastructure	212	594	594	0	350	0	350	654	0	654	5,555	0	5,555
Culture & Heritage	166	561	1,484	-923	578	918	1,496	760	5	765	1,897	0	1,897
Total Culture & Sport	**378**	**1,155**	**2,078**	**-923**	**928**	**918**	**1,846**	**1,414**	**5**	**1,419**	**7,452**	**0**	**7,452**
Economic Regeneration	1,083	2,627	7,917	-5,290	6,014	3,914	9,928	3,557	1,376	4,933	1,094	0	1,094
Housing Strategy & Services	165	390	423	-33	375	33	408	375	0	375	2,925	0	2,925
Total Economic Development & Corporate Services	**1,248**	**3,017**	**8,340**	**-5,323**	**6,389**	**3,947**	**10,336**	**3,932**	**1,376**	**5,308**	**4,019**	**0**	**4,019**
Emergency & Unplanned Schemes	0	137	409	-272	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes	**0**	**137**	**409**	**-272**	**300**	**0**	**300**	**300**	**0**	**300**	**2,100**	**0**	**2,100**
Social Care Infrastucture	117	276	359	-83	201	0	201	253	0	253	899	0	899
Total Health & Social Care	**117**	**276**	**359**	**-83**	**201**	**0**	**201**	**253**	**0**	**253**	**899**	**0**	**899**
Planned Programming Adjustments	0	0	-2,891	2,891	998	-998	0	1,893	-1,893	0	0	0	0
Total Planned Programming Adjustments	**0**	**0**	**-2,891**	**2,891**	**998**	**-998**	**0**	**1,893**	**-1,893**	**0**	**0**	**0**	**0**
Total Scottish Borders Council	**21,656**	**42,937**	**55,888**	**-12,951**	**36,280**	**13,025**	**49,305**	**40,838**	**-102**	**40,736**	**180,059**	**-260**	**179,799**

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Plant & Vehicle Fund														
Plant & Vehicle Replacement - P&V Fund	A	525	1,315	1,266	49	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		525	**1,315**	**1,266**	**49**	**2,000**	**0**	**2,000**	**2,000**	**0**	**2,000**	**14,000**	**0**	**14,000**
Non-Plant & Vehicle Fund														
Other Fleet	G	88	100	100	0	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
		88	**100**	**100**	**0**	**1,100**	**0**	**1,100**	**300**	**0**	**300**	**600**	**0**	**600**
Flood & Coastal Protection														
Flood Studies	G	205	515	515	0	350	0	350	350	0	350	2,450	0	2,450
General Flood Protection Block	A	99	356	396	-40	164	10	174	200	0	200	1,400	0	1,400
Hawick Flood Protection	G	450	914	884	30	1,945	0	1,945	11,948	0	11,948	23,806	0	23,806
Selkirk Flood Protection	A	287	439	589	-150	0	150	150	0	0	0	0	0	0
		1,041	**2,224**	**2,384**	**-160**	**2,459**	**160**	**2,619**	**12,498**	**0**	**12,498**	**27,656**	**0**	**27,656**
Land and Property Infrastructure														
Asset Rationalisation	A	70	132	1,265	-1,133	200	1,133	1,333	200	0	200	0	0	0
Bannerfield Play Area	A	0	0	3	-3	0	3	3	0	0	0	0	0	0
Building Upgrades	G	361	743	743	0	630	0	630	730	0	730	5,310	0	5,310
Galashiels Master Plan	G	5	63	63	0	0	0	0	0	0	0	0	0	0
Cleaning Equipment Replacement Block	G	15	50	50	0	50	0	50	50	0	50	350	0	350
Combined Depot Enhancements	A	0	0	306	-306	0	306	306	0	0	0	0	0	0
Commercial Property Upgrades	A	0	0	30	-30	50	30	80	50	0	50	350	0	350
Contaminated Land Block	G	0	135	135	0	38	0	38	52	0	52	364	0	364
Public Conveniences	A	155	155	200	-45	0	45	45	0	0	0	0	0	0
Drainage - Parks and Open Spaces Block	G	41	37	80	-43	50	43	93	50	0	50	350	0	350
Energy Efficiency Works	A	382	1,010	1,252	-242	1,545	325	1,870	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	A	244	812	812	0	635	0	635	835	0	835	5,845	0	5,845
Parks & Open Spaces - Upgrades	A	0	0	191	-191	230	191	421	30	0	30	0	0	0
Play Facilities	A	20	20	40	-20	53	20	73	50	0	50	408	0	408
Wilton Lodge Park	A	418	576	576	0	0	0	0	0	0	0	0	0	0
		1,711	**3,733**	**5,745**	**-2,013**	**3,481**	**2,096**	**5,577**	**3,092**	**0**	**3,092**	**20,292**	**0**	**20,292**

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Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	A	35	50	94	-44	2,066	44	2,110	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	G	19	50	50	0	50	0	50	50	0	50	350	0	350
Cycling Walking & Safer Streets	G	141	328	328	0	198	0	198	207	0	207	1,601	0	1,601
Engineering Minor Works	A	0	0	234	-234	0	99	99	0	0	0	0	0	0
Galashiels Developments	A	0	616	616	0	105	0	105	200	0	200	0	0	0
Innerleithen to Walkerburn - Shared Access Route	A	53	153	97	56	265	-56	209	0	0	0	0	0	0
Lighting Asset Management Plan	A	153	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	A	4,198	8,150	7,424	726	5,360	-1,012	4,348	6,420	0	6,420	48,496	0	48,496
Selkirk Town Centre (Streetscape works)	G	34	510	510	0	0	0	0	0	0	0	0	0	0
Street Lighting Energy Efficiency Project	A	549	1,122	1,342	-220	0	220	220	0	0	0	0	0	0
Union Chain Bridge	A	104	155	60	95	450	-88	362	190	253	443	260	-260	0
		5,286	**11,620**	**11,241**	**379**	**9,789**	**-793**	**8,996**	**8,392**	**253**	**8,645**	**70,437**	**-260**	**70,177**
Waste Management														
CRC - Bulky Waste Adjustments	A	0	0	267	-267	0	267	267	0	0	0	0	0	0
CRC - Improved Skip Infrastructure	G	0	20	20	0	146	0	146	0	0	0	0	0	0
Easter Langlee Cell 3 Leachate Pumping System	G	15	19	19	0	0	0	0	0	0	0	0	0	0
Easter Langlee Cell Provision	A	181	219	203	16	379	-16	363	0	0	0	0	0	0
Easter Langlee Leachate Management Facility	G	8	80	80	0	23	0	23	377	0	377	42	0	42
New Easter Langlee Waste Transfer Station	A	135	218	5,240	-5,022	9	5,013	5,022	0	-9	9	0	0	0
Waste Transfer Stations- Health & Safety Works	G	8	50	50	0	0	0	0	0	0	0	0	0	0
Waste Containers	G	35	46	46	0	48	0	48	48	0	48	359	0	359
		382	**652**	**5,925**	**-5,273**	**605**	**5,264**	**5,869**	**425**	**-9**	**434**	**401**	**0**	**401**
Total Assets & Infrastructure		**9,033**	**19,644**	**26,661**	**-7,018**	**19,434**	**6,727**	**26,161**	**26,707**	**244**	**26,969**	**133,386**	**-260**	**133,126**

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Plant & Vehicle Fund	
Plant & Vehicle Replacement - P&V Fund	Projection adjusted to reflect current projected purchases due to be delivered in 2017/18, fully funded by the Plant & Vehicle Fund.
Flood & Coastal Protection	
General Flood Protection Block	Reallocation of block and small timing movement to 2018/19 required as detailed in Appendix 2. Virement requested to Hawick Flood Protection as Crowbyres will be undertaken as part of the major project.
Selkirk Flood Protection	Timing movement required for £150k as completion of outstanding finishing works will continue into 2018/19
Land and Property Infrastructure	
Asset Rationalisation	Timing movement sought to 2018/19.
Bannerfield Play Area	Timing movement sought to 2018/19 to allow seasonal landscaping works.
Building Upgrades	Reallocation of block required, as detailed in Appendix 2.
Combined Depot Enhancements	Works to be undertaken at depots is on hold pending the outcome of decision made from the depot rationalisation project. Timing movement to 2018/19 required.
Commercial Property Upgrades	Works at Linglie Mill will not start before the end of the financial year requiring a timing movement of £30k to 2018/19.
Contaminated Land Block	There is a risk of timing movement due to slow progress on Ayton Mill, but not yet confirmed.
Drainage - Parks and Open Spaces Block	Timing movement sought to 2018/19.
Energy Efficiency Works	Timing movement requested to 2018/19 to as unable to complete all identified works within 2017/18. Gross down of Salix funding in 2017/18 to reflect less eligible projects. Gross up of Scottish Government funding in 2018/19 for Peebles High School which will be taken forward as part of the NDEE project.
Health and Safety Works	Reallocation of block required, as detailed in Appendix 2.
Parks & Open Spaces - Upgrades	Timing movement sought to 2018/19.
Play Facilities	Timing movement sought to 2018/19.
Wilton Lodge Park	Budget situation continues to be closely monitored by officers.
Road & Transport Infrastructure	
A72 Dirtpot Corner - Road Safety Works	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.
Engineering Minor Works	Gross down budget for schemes that are no longer required as officers negotiating with landowners to deliver. A timing movement is also sought to to 2018/19.
Galashiels Developments	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.
Innerleithen to Walkerburn - Shared Access Route	Timing movement from 2018/19 is sought to allow award of contract and completion of this phase of the scheme in 2017/18.
Lighting Asset Management Plan	Reallocation of block required, as detailed in Appendix 2.
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	As a result of the emergency works undertaken at Lowood, a timing movement from 2018/19 is required to cover the works which were originally scheduled to take place in the summer of 2018/19. A reallocation of block is also sought.
Street Lighting Energy Efficiency Project	Due to the extended procurement process involved in the last tender and the delivery timescales for the materials involved the project are no longer able to install everything envisaged this financial year. As a result there will be a small amount of the works to be completed in 2018/19.
Union Chain Bridge	A reprofiling of the project is required to reflect the latest project programme.
Waste Management	
CRC - Bulky Waste Adjustments	A timing movement is sought to 2018/19. Delays on this project due to delivery being in line with the planning decision for the Waste Transfer Station. Now planning achieved, the project will be delivered in 2018/19.
Easter Langlee Cell Provision	A small timing movement is required from 2018/19 to cover works that will be undertaken in 2017/18.
New Easter Langlee Waste Transfer Station	A reprofiling of the project is required now that all planning consents are in place. The main contract works will be undertaken in 2018/19.

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Corporate														
ICT - Outwith CGI Scope	G	0	93	93	0	80	0	80	80	0	80	560	0	560
ICT Transformation	G	102	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	10	246	246	0	0	0	0	0	0	0	0	0	0
		112	**4,099**	**4,099**	**0**	**553**	**0**	**553**	**529**	**0**	**529**	**3,962**	**0**	**3,962**
Total Other Corporate Services		**112**	**4,099**	**4,099**	**0**	**553**	**0**	**553**	**529**	**0**	**529**	**3,962**	**0**	**3,962**

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	RAG	2017/18 Actual to 31/12/17 £000	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2026/27 Latest Approved Budget £000	2020/21 - 2026/27 Variance £000	2020/21 - 2026/27 Projected Budget £000
School Estate														
Broomlands Primary School	A	5,090	6,370	6,296	74	377	0	377	0	0	0	0	0	0
Complex Needs - Central Education Base	A	5	26	26	0	0	0	0	0	0	0	0	0	0
Duns Primary School & Locality Support Centre	A	597	714	661	53	0	0	0	0	0	0	0	0	0
Earlston MUGA	G	37	37	37	0	0	0	0	0	0	0	0	0	0
Early Learning and Childcare	A	276	737	2,518	-1,781	0	1,781	1,781	0	0	0	0	0	0
Kelso High School	A	135	362	200	162	0	0	0	0	0	0	0	0	0
Langlee Primary School	A	3,053	3,267	3,201	66	2	0	2	0	0	0	0	0	0
Jedburgh Learning Campus	A	734	1,200	1,348	-148	3,168	0	3,168	519	148	667	0	0	0
School Estate Block	A	841	1,896	2,545	-650	3,930	650	4,580	4,551	0	4,551	14,090	0	14,090
School Estate Review	G	0	0	0	0	0	0	0	740	0	740	14,151	0	14,151
		10,768	**14,609**	**16,832**	**-2,224**	**7,477**	**2,431**	**9,908**	**5,810**	**148**	**5,958**	**28,241**	**0**	**28,241**
Total Children & Young People		**10,768**	**14,609**	**16,832**	**-2,224**	**7,477**	**2,431**	**9,908**	**5,810**	**148**	**5,958**	**28,241**	**0**	**28,241**

School Estate	
Broomlands Primary School	Pressure identified for ICT requirements funded through Emergency and Unplanned.
Complex Needs - Central Education Base	There is a potential budget pressure for the project, but this is not yet quantified and may be mitigated in part or full.
Duns Primary School & Locality Support Centre	Pressure identified for ICT requirements funded through Emergency and Unplanned.
Early Learning and Childcare	Reallocation within block required as detailed in Appendix 2. Timing movement required for St Boswells Early Years to reflect the construction works profile. A significant number of projects will be undertaken in order to meet the additional Early Years provision requirements, however these will not start or be completed until next financial year, resulting in a timing movement to 2018/19.
Kelso High School	Pressure identified for ICT requirements funded through Emergency and Unplanned.
Langlee Primary School	Pressure identified for ICT requirements funded through Emergency and Unplanned.
Jedburgh Learning Campus	Timing movement required to 2019/20 for the current year budget allocation for 3G Pitch element of the project to reflect the timing of works.
School Estate Block	Reallocation within blocks required as detailed in Appendix 2. Timing movement required to 2018/19 for the delivery of projects outwith the school term.

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Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	A	29	336	336	0	350	0	350	290	0	290	2,030	0	2,030
Hawick 3G Synthetic Pitch	G	50	97	97	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	133	161	161	0	0	0	0	364	0	364	3,525	0	3,525
		212	**594**	**594**	**0**	**350**	**0**	**350**	**654**	**0**	**654**	**5,555**	**0**	**5,555**
Culture & Heritage														
Jim Clark Museum	A	29	50	973	-923	386	-918	1,304	0	-5	5	0	0	0
Public Hall Upgrades	G	0	108	108	0	72	0	72	0	0	0	307	0	307
Sir Walter Scott Court House - Phase 1	G	109	292	292	0	0	0	0	0	0	0	0	0	0
Sir Walter Scott Court House - Phase 2	G	28	111	111	0	60	0	60	760	0	760	1,590	0	1,590
Trimontium, Melrose	G	0	0	0	0	60	0	60	0	0	0	0	0	0
		166	**561**	**1,484**	**-923**	**578**	**-918**	**1,496**	**760**	**-5**	**765**	**1,897**	**0**	**1,897**
Total Culture & Sport		**378**	**1,155**	**2,078**	**-923**	**928**	**-918**	**1,846**	**1,414**	**-5**	**1,419**	**7,452**	**0**	**7,452**

Sports Infrastructure	
Culture & Sports Trusts - Plant & Services	Reallocation within block required as detailed in Appendix 2.
Culture & Heritage	
Jim Clark Museum	Following success of the HLF application a reprofiling of the current budget is required to allow tender to be awarded and works to commence in June 2018.

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	RAG	2017/18 Actual to 31/12/17 £000	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2026/27 Latest Approved Budget £000	2020/21 - 2026/27 Variance £000	2020/21 - 2026/27 Projected Budget £000
Economic Regeneration														
Great Tapestry of Scotland - Building	A	639	777	1,013	-236	2,612	-985	1,627	2,924	1,221	4,145	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	A	168	629	3,129	-2,500	3,000	2,500	5,500	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	276	1,121	3,675	-2,554	0	2,399	2,399	0	155	155	0	0	0
		1,083	**2,627**	**7,917**	**-5,290**	**6,014**	**3,914**	**9,928**	**3,557**	**1,376**	**4,933**	**1,094**	**0**	**1,094**
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	165	390	423	-33	375	-33	408	375	0	375	2,925	0	2,925
		165	**390**	**423**	**-33**	**375**	**-33**	**408**	**375**	**0**	**375**	**2,925**	**0**	**2,925**
Total Economic Development & Corporate Services		**1,248**	**3,017**	**8,340**	**-5,323**	**6,389**	**3,881**	**10,336**	**3,932**	**1,376**	**5,308**	**4,019**	**0**	**4,019**

Economic Regeneration	
Great Tapestry of Scotland - Building	The project is on target, however a re-profiling of current approved budget is required to reflect the latest programme.
Central Borders Business Park	Timing movement required to 2018/19 to reflect programme.
Hawick Regeneration	Re-profiling of this budget is required in line with the programme of delivery. Contractor on site at Galalaw and progressing well, fully funded by specific Scottish Government funding.

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	RAG	2017/18 Actual to 31/12/17 £000	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2026/27 Latest Approved Budget £000	2020/21 - 2026/27 Variance £000	2020/21 - 2026/27 Projected Budget £000
Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes	A	0	137	409	-272	300	0	300	300	0	300	2,100	0	2,100
		0	**137**	**409**	**-272**	**300**	**0**	**300**	**300**	**0**	**300**	**2,100**	**0**	**2,100**
Total Emergency & Unplanned Schemes		**0**	**137**	**409**	**-272**	**300**	**0**	**300**	**300**	**0**	**300**	**2,100**	**0**	**2,100**
Planned Programming Adjustments														
Planned Programme Adjustments	G	0	0	-2,891	2,891	998	998	0	1,893	1,893	0	0	0	0
		0	**0**	**-2,891**	**2,891**	**998**	**998**	**0**	**1,893**	**1,893**	**0**	**0**	**0**	**0**
Total Planned Programming Adjustments		**0**	**0**	**-2,891**	**2,891**	**998**	**998**	**0**	**1,893**	**1,893**	**0**	**0**	**0**	**0**

Emergency & Unplanned Schemes	
Emergency & Unplanned Schemes	Virement to Emergency & Unplanned Schemes requested from underspend on Telecare project no longer being progressed. Virement to Duns, Langlee and Broomlands Primary School and Kelso High School to fund identified ICT pressures.
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

	RAG	2017/18 Actual to 31/12/17 £000	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2026/27 Latest Approved Budget £000	2020/21 - 2026/27 Variance £000	2020/21 - 2026/27 Projected Budget £000
Social Care Infrastucture														
Adult Services Facilities Upgrades	G	0	0	0	0	150	0	150	200	0	200	493	0	493
Care Inspectorate Requirements & Upgrades	A	30	50	50	0	51	0	51	53	0	53	406	0	406
Residential Care Home Upgrade Block	G	87	226	226	0	0	0	0	0	0	0	0	0	0
Telecare	A	0	0	83	-83	0	0	0	0	0	0	0	0	0
		117	**276**	**359**	**-83**	**201**	**0**	**201**	**253**	**0**	**253**	**899**	**0**	**899**
Total Health & Social Care		**117**	**276**	**359**	**-83**	**201**	**0**	**201**	**253**	**0**	**253**	**899**	**0**	**899**

Social Care Infrastucture	
Care Inspectorate Requirements & Upgrades	Reallocation of block required as detailed in Appendix 2
Telecare	Budget no longer required, virement requested to Emergency and Unplanned Schemes

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	RAG	2017/18 Actual to 31/12/17 £000	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2026/27 Latest Approved Budget £000	2020/21 - 2026/27 Variance £000	2020/21 - 2026/27 Projected Budget £000
Scottish Borders Council														
Upper Langlee Masterplanning	G	0	100	100	0	0	0	0	0	0	0	0	0	0
Lawfield/Beanburn Ayton Masterplanning	G	21	40	40	0	0	0	0	0	0	0	0	0	0
Older Persons Housing Strategy	G	24	50	50	0	0	0	0	0	0	0	0	0	0
		45	190	190	0	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
Developer Contributions	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														
Bridge Homes - House Building	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	RAG	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2025/26 Latest Approved Budget £000	2020/21 - 2025/26 Variance £000	2020/21 - 2025/26 Projected Budget £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	G	-100	-100	0	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	A	-351	-471	120	0	-120	-120	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
Energy Efficiency Works	A	0	0	0	0	-175	-175	0	0	0	0	0	0
Early Learning and Childcare	A	-737	-2,518	1,781	0	-1,781	-1,781	0	0	0	0	0	0
Early Learning and Childcare (Langlee PS)	G	-20	-20	0	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	A	-1,046	-3,600	2,554	0	-2,399	-2,399	0	-155	-155	0	0	0
		-3,664	**-8,119**	**-4,455**	**-2,104**	**-4,475**	**-6,579**	**-10,115**	**-155**	**-10,270**	**-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	0	-10	10	0	-10	-10	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	A	-7	-503	497	-196	-497	-693	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	A	-777	0	-777	-1,600	777	-823	-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
		-2,514	**-2,243**	**-271**	**-3,226**	**270**	**-2,956**	**-2,060**	**0**	**-2,060**	**-1,540**	**0**	**-1,540**
C9004 - Capital Funded from Current Revenue (CFCR)													
Easter Langlee Cell Provision	A	-219	-203	-16	-379	16	-363	0	0	0	0	0	0
Bannerfield Play Area	A	0	-3	3	0	-3	-3	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
		-431	**-418**	**-13**	**-379**	**13**	**-366**	**0**	**0**	**0**	**0**	**0**	**0**

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	RAG	2017/18 Projected Outturn £000	2017/18 Latest Approved Budget £000	2017/18 Variance £000	2018/19 Latest Approved Budget £000	2018/19 Variance £000	2018/19 Projected Budget £000	2019/20 Latest Approved Budget £000	2019/20 Variance £000	2019/20 Projected Budget £000	2020/21 - 2025/26 Latest Approved Budget £000	2020/21 - 2025/26 Variance £000	2020/21 - 2025/26 Projected Budget £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	A	-20	-40	20	0	-20	-20	0	0	0	0	0	0
Engineering Minor Works	A	0	-234	234	0	-99	-99	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
		-1,403	**-1,657**	**254**	**-695**	**-119**	**-814**	**-745**	**0**	**-745**	**-2,700**	**0**	**-2,700**
C9006 - Capital Receipts													
Capital Receipts	A	-672	-1,903	1,231	-2,300	0	-2,300	-1,760	0	-1,760	-300	0	-300
C9007 - Plant & Vehicle Fund													
Plant & Vehicle Replacement - P&V Fund	A	-1,315	-1,266	-49	-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
		-1,315	**-1,266**	**-49**	**-2,000**	**0**	**-2,000**	**-2,364**	**0**	**-2,364**	**-16,865**	**0**	**-16,865**
C9008 - Capital Borrowing													
	A	**-17,577**	**-24,920**	**7,344**	**-10,183**	**-8,714**	**-18,897**	**-3,335**	**257**	**-3,078**	**-16,758**	**260**	**-16,498**
TOTAL CAPITAL FUNDING		**-42,937**	**-55,888**	**12,951**	**-36,280**	**-13,025**	**-49,305**	**-40,838**	**102**	**-40,736**	**-180,059**	**260**	**-179,799**

Scottish Borders Council **AS AT MONTH ENDING 31st December 2017**

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Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/12/2017
Assets & Infrastructure						
Flood & Coastal Protection						
General Flood Protection Block						
UNALLOCATED	07/03/2017		12	8	20	6
FLOOD CAPITAL MINOR WORKS	07/03/2017		20	0	20	0
COMMUNITY RESILIENCE	07/03/2017		9	0	9	5
ROMANNO BRIDGE FLOOD BANK	07/03/2017		90	0	90	12
STILL BURN FOUNTAINHALL	07/03/2017		60	0	60	20
TURFFORD BURN EARLSTON	07/03/2017		10	0	10	0
FLOOD BLOCK MANAGEMENT FEES	07/03/2017		30	0	30	17
BONNINGTON ROAD PEEBLES	07/03/2017		15	0	15	0
HAWICK SHORT TERM MEASURES	14/02/2017		30	-8	22	19
CHURCH STREET, EYEMOUTH	20/06/2017		60	0	60	20
DENHOLM FLOOD GRILLE	21/11/2017		10	0	10	0
GALASHIELS FLOOD GRILLE	21/11/2017		10	0	10	0
DUNS GOLF COURSE	21/11/2017		10	-10	0	0
CROWBYRES FLOOD BUND	21/11/2017		30	-30	0	0
VIREMENT TO HAWICK FLOOD PROTECTION SCHEME				30		
TIMING MOVEMENT TO 2018/19				10		
			396	**0**	**356**	**99**
Flood Studies						
PEEBLES INNERLEITHEN BROUGHTON FLOOD STUDY	07/03/2017		147	0	147	196
SURFACE WATER MANAGEMENT PLANS	07/03/2017		78	0	78	0
NEWCASTLETON FLOOD STUDY	07/03/2017		101	0	101	0
EARLSTON FLOOD STUDY	07/03/2017		101	0	101	5
HAWICK NFM	07/03/2017		88	0	88	7
			515	**0**	**515**	**209**
Land and Property Infrastructure						
Health and Safety Works						
UNALLOCATED	07/03/2017		99	-72	27	-13
MOREBATLE PS ELEC UPGRADE	07/03/2017		94	-1	93	0
BURGH PS WALL UPGRADE	07/03/2017		17	0	17	15
TEVIOTHEAD CEMETERY WALLS	07/03/2017		11	0	11	10
WELLOGATE CEMETERY WALLS	07/03/2017		11	0	11	9
BURNFOOT PS CAR PARK UPGRADE	07/03/2017		50	-28	22	16
LIFT CONTROL UPGRADE	07/03/2017		27	1	28	1
LINGLIE MILL GUTTERS	07/03/2017		22	-13	9	0
STIRCHES PS EXTERNAL DRAINAGE WORKS	07/03/2017		28	-11	17	0
CHIRNSIDE PS BOUNDARY WALL UPGRADE	07/03/2017		28	-11	17	15
HAYLODGE PARK BOUNDARY WALL UPGRADE	07/03/2017		26	-26	0	0
LEGIONELLA UPGR WATER TANKS	07/03/2017		28	-7	21	-3
CHIRNSIDE PS RENDER UPGRADE	07/03/2017		39	-3	36	33
INDUSTRIAL UNIT FABRIC UPGRADE	07/03/2017		44	-15	29	0
JEDBURGH CASTLE GAOL WALL UPGRADE	07/03/2017		32	-7	25	19
SCHOOL TOILET REFURBISHMENT	07/03/2017		166	-166	0	33
ASBESTOS MANAGEMENT BLOCK	07/03/2017		44	-39	5	1
DRUMLANRIG PS UPGRADE PH1	07/03/2017		0	89	89	3
SCHOOL SECURITY UPGRADES	21/11/2017		50	0	50	0
KNOWEPARK PS FASCIA	2016/17		0	24	24	20
HEALTH & SAFETY WORKS PROPERTY FEES	NEW		0	0	0	25
GORDON PS TOILETS	NEW		0	18	18	17
CUDDYSIDE PATH UPGRADE	NEW		0	8	8	0
AYTON PS TOILET UPGRADE	NEW		0	23	23	0
COLDINGHAM PS TOILET UPGRADE	NEW		0	11	11	0
TOWER MILL FIRE ALARM UPGRADE	NEW		0	16	16	14
DRUMLANRIG PS ASBESTOS REMOVAL WORKS	NEW		0	12	12	9
GALASHIELS BURGH CHAMBERS DRY ROT WORKS	NEW		0	14	14	8
COUNCIL HQ MAIN GENERATOR UPGRADE	NEW		0	10	10	0
BONGATE UNITS SURFACE UPGRADE	NEW		0	20	20	0
EDNAM PS TOILET UPGRADE	NEW		0	20	20	10
KNOWEPARK PS TOILET UPGRADE	NEW		0	20	20	0
PHILIPHAUGH PS TOILET UPGRADE	NEW		0	8	8	0
TWEEDBANK PS TOILET UPGRADE	NEW		0	50	50	0
Wilton PS TOILET UPGRADE	NEW		0	20	20	0
PARKSIDE PS WALLING UPGRADE	NEW		0	10	10	0
MELROSE PS ANNEX BUILDING TOILET UPGRADE	NEW		0	12	12	0
CHANNELKIRK CEMETERY WALL UPGRADE	NEW		0	12	12	0
			812	**0**	**812**	**244**

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Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/12/2017
Parks & Open Spaces - Upgrades						
PUBLIC PARK, STOW	07/06/2016		29	-29	0	0
PUBLIC PARK, GALASHIELS	07/03/2017		162	-162	0	0
TIMING MOVEMENT TO 2018/19				191		
			191	**0**	**0**	**0**
Building Upgrades						
UNALLOCATED	07/03/2017		93	-29	64	0
DRUMLANRIG PS HALL HEATING	08/03/2016		0	44	44	40
HAWICK HS CHIMNEY WORKS	07/03/2017		12	1	13	9
HAWICK HS HOT WATER UPGRADE	2016/17		0	19	19	10
STIRCHES HPS HOT WATER UPGRADE	2016/17		0	10	10	0
CULTURAL SERVICES PROPERTY UPGRADES	07/03/2017		66	-66	0	0
EDENSIDE PS WINDOWS UPGRADE	07/03/2017		17	-9	8	7
CHAMBERS INSTITUTE SKYLIGHT UPGRADE	07/03/2017		15	-8	7	7
ROSETTA ROAD BOILER UPGRADE	07/03/2017		38	-38	0	0
NEWCASTLETON PS WINDOWS	07/03/2017		33	-5	28	0
MOREBATTLE PS UPGRADE WINDOWS	07/03/2017		33	5	38	34
ST RONANS PS WINDOWS UPGRADE	07/03/2017		38	6	44	40
BURNFOOT PS ROOF	07/03/2017		38	-9	29	26
PEEBLES HS UPGRADE ROOF	07/03/2017		93	-19	74	67
CHAMBERS INSTITUTE ROOF UPGRADE	07/03/2017		11	-1	10	9
WILTON PS UPGRADE ROOF	07/03/2017		39	8	47	43
COCKBURNSPATH PS ROOF UPGRADE	07/03/2017		28	-3	25	23
COLDSTREAM PS BOILER ROOM UPGRADE	07/03/2017		50	-45	5	0
ST MARGARETS GALA HALL HEATING	07/03/2017		28	-16	12	0
PEEBLES HS BOILER	07/03/2017		61	-61	0	0
INDUSTRIAL UNIT HEATING SYSTEM UPGRADE	07/03/2017		33	-33	0	0
Gala Academy Hot Water Upgrade	2016/17		0	9	9	25
Trinity PS Window Upgrade	2016/17		0	16	16	
Peebles Drill hall Lighting Upgrade	2016/17		0	10	10	
BROUGHTON PS ASBESTOS REMOVAL WORKS	NEW		0	14	14	12
AYTON PS ROOF UPGRADE	05/09/2017		20	4	24	20
SELKIRK HS WINDOW UPGRADES	2016/17		0	7	7	
SIR WALTER SCOTT COURTHOUSE ROOF UPGRADE	NEW		0	15	15	
GALASHIELS VOLUNTEER HALL TOILET UPGRADE	NEW		0	30	30	
EEMOUTH Ind Estate Door/Window Upgrade	NEW		0	15	15	
COUNCIL HQ KITCHEN UPGRADES	NEW		0	11	11	
Abbotsford Court Ind Unit Heating UPGRADE	NEW		0	13	13	
SALTGREENS HEATING UPGRADE	NEW		0	15	15	
COLDSTREAM WORKSHOPS RESURFACING	NEW		0	20	20	
GROVE HOUSE HOT WATER UPGRADE	NEW		0	7	7	
INNERLEITHEN FAMILY SUPPORT HEATING UPGRADE	2016/17		0	7	7	
RESTON PS BOILER UPGRADE	NEW		0	6	6	
HQ MAIN BUILDING UPGRADES	NEW		0	50	50	
			743	**0**	**743**	**371**
Cleaning Equipment Replacement Block						
UNALLOCATED	07/03/2017		25	0	25	15
CLEANFIX 2 SCRUBBER DRYERS KHS	07/03/2017		25	0	25	0
			50	**0**	**50**	**15**
Combined Depot Enhancements						
Unallocated	07/03/2017		11	-11	0	0
Duns Depot	07/03/2017		28	-28	0	0
Easter Langlee Depot	07/03/2017		40	-40	0	0
Reiver Complex Depot	07/03/2017		28	-28	0	0
Lower Mansfield Combined Depot	07/03/2017		63	-63	0	0
Eshiels Depot	07/03/2017		55	-55	0	0
Kelso Combined Depot	07/03/2017		28	-28	0	0
Wheatlands Depot, Galashiels	07/03/2017		53	-53	0	0
Timing movement to 2018/19				306		
			306	**0**	**0**	**0**
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**

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Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/12/2017
Play Facilities						
Unallocated	07/03/2017		0	0	0	0
Eyemouth Play Park	15/11/2016		31	-11	20	20
Clovenfords Play Park	07/03/2017		1	-1	0	0
Ninians Haugh, Peebles	07/03/2017		8	-8	0	0
Timing movement to 2018/19				20		
			40	**0**	**20**	**20**
Drainage - Parks and Open Spaces Block						
UNALLOCATED	07/03/2017		0	0	0	4
ELLIOTS PARK JEDBURGH	20/06/2017		37	0	37	37
GAVINTON PLAYING FIELDS	07/03/2017		43	-43	0	0
TIMING MOVEMENT TO 2018/19				43		
			80	**0**	**37**	**41**
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		225	-225	0	-3
LANGLEE COMPLEX	05/09/2017		11	0	11	1
CAPITAL RECHARGES	NEW		0	33	33	33
NEWTOWN ST BOSWELLS GARAGES	NEW		0	38	38	38
UNALLOCATED	07/03/2017		979	-979	0	0
TIMING MOVEMENT TO 2018/19			0	1133	0	0
			1265	**0**	**132**	**70**
Road & Transport Infrastructure						
Roads & Bridges -inc. RAMP, Winter Damage & Slopes						
UNALLOCATED	07/03/2017		0	0	0	2
ROADS PLANNED FOOTWAYS	07/03/2017		90	-5	85	20
ROADS SURFACE DRESSING	07/03/2017		1150	0	1150	861
PATCHING	07/03/2017		500	155	655	421
OVERLAYS	07/03/2017		920	0	920	397
DRAINAGE	07/03/2017		100	-7	93	84
RESURFACING/PATCHING ADD	07/03/2017		1223	0	1223	749
DRAINAGE ADD	07/03/2017		0	0	0	0
PATCHING TOWNS ADD	07/03/2017		0	0	0	0
WALLS & STRUCTURES	07/03/2017		100	0	100	34
MASONARY WORKS	07/03/2017		450	17	467	298
CLACKMAE BRIDGE	07/03/2017		755	-127	628	315
BOWANHILL BRIDGE REPLACEMENT	07/03/2017		647	137	784	587
LOWOOD BRIDGE	07/03/2017		246	226	472	61
SHORT OVERLAY PROGRAMME	20/06/2017		500	133	633	208
STTS FUNDED SCHEMES	05/09/2017		743	197	940	161
TIMING MOVEMENT FROM 2018/19				-726		
			7424	**0**	**8150**	**4198**
Lighting Asset Management Plan						
UNALLOCATED	07/03/2017		16	-16	0	-2
MOSSILEE ROAD GALASHIELS	07/03/2017		30	4	34	3
WOODBANK ROAD YETHOLM	07/03/2017		30	2	32	32
TWEED ROAD GALASHIELS	07/03/2017		50	4	54	54
STIRCHES ROAD HAWICK	07/03/2017		20	0	20	4
DAMSIDE/LEITHEN ROAD INNERLEITHEN	07/03/2017		50	0	50	39
REPLACE CUT DOWN COLUMNS	07/03/2017		20	6	26	23
			216	**0**	**216**	**153**
Accident Investigation Prevention Schemes Block						
UNALLOCATED	07/03/2017		8	0	8	0
ROAD SAFETY - TRAFFIC CALMING	07/03/2017		38	0	38	15
ROAD SAFETY MEASURES	07/03/2017		4	0	4	4
			50	**0**	**50**	**19**
Cycling Walking & Safer Streets						
UNALLOCATED	07/03/2017		0	0	0	0
CYCLE RELATED ACTIVITIES	07/03/2017		150	0	150	28
WALKING RELATED ACTIVITIES	07/03/2017		56	0	56	54
ADDITIONAL CYCLING PROJECTS	05/09/2017		122	0	122	58
			328	**0**	**328**	**140**

Scottish Borders Council **AS AT MONTH ENDING 31st December 2017**

Capital Financial Plan 2017/18 TO 2018/19

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/12/2017
Engineering Minor Works						
Pedestrian Links, Hawick	08/03/2016		14	-14	0	0
Craigpark Court, Galashiels	07/03/2017		75	-75	0	0
The Priory, Selkirk	07/03/2017		85	-85	0	0
Robinsland, West Linton	07/03/2017		60	-60	0	0
Timing movement to 2018/19				99		
			234	**-135**	**0**	**0**
Galashiels Developments						
GIRR5	09/02/2017		416	0	416	0
GIRR 1-3 CLAIMS	09/02/2017		200	0	200	0
Galashiels Developments - Transport Interchange	09/02/2017		0	0	0	0
			616	**0**	**616**	**0**
Waste Management						
CRC - Improved Skip Infrastructure						
HAWICK CRC SKIP	18/08/2016		7	0	7	8
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**	**8**
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	2
			246	**0**	**246**	**10**
Children & Young People						
School Estate						
Early Learning and Childcare						
UNALLOCATED	07/03/2017		1705	-1656	49	55
KNOWPARK ELCC 3&4'S	08/03/2016		1	0	1	1
WILTON ELCC 3&4'S	16/17		5	1	6	1
COLDSTREAM PS EARLY YEARS	08/03/2016		26	0	26	21
EDENSIDE PS EARLY YEARS	16/17		1	5	6	1
BURNFOOT PS EARLY YEARS PH2	05/09/2017		55	0	55	30
ST BOSWELLS PS EARLY YEARS	05/09/2017		725	-131	594	11
TIMING MOVEMENT TO 2018/19 - UNALLOCATED				1650		
TIMING MOVEMENT TO 2018/19 - ST BOSWELLS				131		
			2518	**-1781**	**737**	**119**
School Estate Block						
UNALLOCATED	07/03/2017		60	-49	11	115
GLENDINNING PS DDA	05/09/2017		16	0	16	16
DRUMLANRIG/ST. CUTHBERTS PS	05/09/2017		1	-1	0	1
NEWTOWN PS	05/09/2017		9	0	9	9
IMPROVE AND ENHANCE SCHOOL ENVIRONMENTS	07/03/2017		600	-550	50	2
ASN ENHANCEMENTS GALASHIELS ACADEMY	07/03/2017		650	0	650	21
SCHOOL SECURITY, H&S AND LEGAL OBLIGATIONS	07/03/2017		533	-349	184	100
ACTIONS FROM INSPECTIONS, INCIDENTS ETC	07/03/2017		100	0	100	0
HAWICK HS WINDOW & CLASSROOM REFURB	2016/17		544	100	644	389
PHILIPHAUGH SECURE ENTRANCE	2016/17		10	0	10	8
TWEEDBANK SECURITY WORKS	2016/17		1	-1	0	0
EQUALITY ACT SCHOOL ADAPTATIONS (DDA)	2016/17		22	0	22	5
SELKIRK HS SOCIAL AREA	NEW			150	150	0
GALASHIELS ACADEMY PE HALL ROOF AND REFURB	NEW			0	0	0
EARLSTON PS - INITIAL DESIGN STUDY	NEW			25	25	0
EYEMOUTH PS - INITIAL DESIGN STUDY	NEW			25	25	0
TIMING MOVEMENT TO 2018/19 - GALASHIELS ACADEMY PE HALL				350		
TIMING MOVEMENT TO 2018/19 - SCHOOL SECURITY, H&S, LEGAL OBL.				300		
			2546	**0**	**1896**	**666**

Scottish Borders Council **AS AT MONTH ENDING 31st December 2017**

Capital Financial Plan 2017/18 TO 2018/19

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/12/2017
Culture & Sport						
Sports Infrastructure						
Culture & Sports Trusts - Plant & Services						
UNALLOCATED	07/03/2017		0	0	0	0
TWEEDBANK REDEVELOPMENT	21/11/2017		10	-10	0	0
PEEBLES SWIMMING POOL WINDOW REPLACEMENT	21/11/2017		37	0	37	0
PLANT REPLACEMENT	21/11/2017		45	10	55	0
JEDBURGH LEISURE TRUST ALLOCATION	07/03/2017		5	0	5	3
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		200	0	200	0
			336	**0**	**336**	**29**
Synthetic Pitch Replacement Fund						
UNALLOCATED	06/09/2016		155	0	155	127
SYNTHETIC PITCH REPLACEMENT JEDBURGH	06/09/2016		6	0	6	6
			161	**0**	**161**	**133**
Culture & Heritage						
Public Hall Upgrades						
SOUND AND LIGHTING DESKS	07/03/2017		5	0	5	0
PUBLIC HALLS UPGRADE	07/03/2017		0	0	0	0
GALASHIELS VOLUNTEER HALL SEATING	07/03/2017		63	0	63	0
SELKIRK VICTORIA HALLS ELEC UPGRADE	07/03/2017		10	0	10	0
KELSO TAIT HALL - SOUND BOOTH AND SEATING	07/03/2017		0	0	0	0
GALASHIELS VOLUNTEER HALL TOILET REFURB	21/11/2017		30	0	30	0
			108	**0**	**108**	**0**
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	-2289	311	207
Galalaw Business Park	02/03/2017		1025	-735	760	61
Tower Mill, Heart of Hawick	02/03/2017		50	0	50	5
Unallocated	02/03/2017		0	0	0	3
Timing movement to 2018/19 & 2019/20				3024		
			3675	**0**	**1121**	**276**
Health & Social Care						
Social Care Infrastucture						
Residential Care Home Upgrade Block						
TOPS WAVERLY GALA	08/03/2016		226	0	226	87
			226	**0**	**226**	**87**
Care Inspectorate Requirements & Upgrades						
Deanfield, Hawick	05/09/2017		15	12	27	19
Grove House, Kelso	05/09/2017		14	-1	13	4
Saltgreens, Eyemouth	05/09/2017		6	-1	5	0
Waverly, Galashiels	05/09/2017		5	0	5	4
BDDS Bungalow, Duns	05/09/2017		10	-10	0	0
Unallocated	07/03/2017		0	0	0	4
			50	**0**	**50**	**30**

APPENDIX 3

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		49	
	0	49	0
Flood & Coastal Protection			
General Flood Protection Block	-10		-30
Hawick Flood Protection			30
Selkirk Flood Protection	-150		
	-160	0	0
Land and Property Infrastructure			
Asset Rationalisation	-1133		
Bannerfield Play Area	-3		
Combined Depot Enhancements	-306		
Commercial Property Upgrades	-30		
Public Conveniences	-45		
Drainage - Parks and Open Spaces Block	-43		
Energy Efficiency Works	-150	-92	
Parks & Open Spaces - Upgrades	-191		
Play Facilities	-20		
	-1921	-92	0
Road & Transport Infrastructure			
A72 Dirtpot Corner - Road Safety Works	-44		
Engineering Minor Works	-234		
Innerleithen to Walkerburn - Shared Access Route	56		
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	726		
Street Lighting Energy Efficiency Project	-220		
Union Chain Bridge	95		
	379	0	0
Waste Management			
CRC - Bulky Waste Adjustments	-267		
Easter Langlee Cell Provision	16		
New Easter Langlee Waste Transfer Station	-5022		
	-5273	0	0
School Estate			
Early Learning and Childcare	-1781		
Jedburgh Learning Campus	-148		
School Estate Block	-650		
	-2579	0	0
Culture & Heritage			
Jim Clark Museum	-923		
	-923	0	0

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
Economic Regeneration			
Great Tapestry of Scotland - Building	-236		
Central Borders Business Park	-2500		
Hawick Regeneration	-2554		
	-5290	0	0
Housing Strategy & Services			
Private Sector Housing Grant - Adaptations	-33		
	-33	0	0
Emergency & Unplanned Schemes			
Emergency & Unplanned Schemes			83
	0	0	83
Planned Programming Adjustments			
Planned Programme Adjustments	2891		
	2891	0	0
Social Care Infrastucture			
Telecare			-83
	0	0	-83
Total Scottish Borders Council			
	-12909	-43	0

APPENDIX 4

Scottish Borders Council
Project Net Expenditure Summary

		2017/18					2018/19			2019/20			2020/21 - 2026/27			
	Previous Years Life to Date	Actual to 31/12/17	Budget to 31/12/17	Latest Approved Budget	Variance	Projected Outturn	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Total Project Cost
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Flood & Coastal Protection																
01-C00223 - Hawick Flood Protection	2127	450	306	884	30	914	1945	0	1945	11948	0	11948	23806	0	23806	40740
Road & Transport Infrastructure																
01-C00147 - A72 DIRTPOT CORNER - ROAD SAFETY WORKS	98	35	0	94	-44	50	2066	44	2110	0	0	0	0	0	0	2258
01-C00185 - Innerleithen to Walkerburn - Shared Access Route	231	53	0	97	56	153	265	-56	209	0	0	0	0	0	0	593
01-C00062 - PEEBLES 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	104	0	60	95	155	450	-88	362	190	253	443	260	-260	0	1000
Corporate																
01-C00296 - ICT TRANSFORMATION	4466	102	0	3750	0	3750	473	0	473	449	0	449	3402	0	3402	12540
Waste Management																
01-C00235 - Easter Langlee Cell Provision	275	181	6	203	16	219	379	-16	363	0	0	0	0	0	0	857
01-C00234 - Easter Langlee Leachate Management Facility	193	8	0	80	0	80	23	0	23	377	0	377	42	0	42	715
01-C00237 - New Easter Langlee Waste Transfer Station	294	135	0	5240	-5022	218	9	5013	5022	0	9	9	0	0	0	5543
School Estate																
01-C00203 - Broomlands Primary School	3059	5090	1793	6296	74	6370	377	0	377	0	0	0	0	0	0	9806
01-C00202 - Langlee Primary School	7495	3053	1366	3201	66	3267	2	0	2	0	0	0	0	0	0	10764
Jedburgh Learning Campus	0	734	1366	1348	-148	1200	3168	0	3168	519	148	667	0	0	0	5035
01-C00252 - School Estate Review	37	0	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	29	26	973	-923	50	386	918	1304	0	5	5	0	0	0	1460
01-C00122 - SIR WALTER SCOTT - PHASE 2	209	28	23	111	0	111	60	0	60	760	0	760	1590	0	1590	2730
Economic Regeneration																
01-C00204 - Great Tapestry of Scotland - Building	122	639	212	1013	-236	777	2612	-985	1627	2924	1221	4145	30	0	30	6701
01-C00205 - Central Borders Business Park	81	168	0	3129	-2500	629	3000	2500	5500	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

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SCOTTISH BORDERS COUNCIL/LIVE BORDERS MUSEUMS & GALLERIES COLLECTIONS DEVELOPMENT POLICY 2018-2023

Report by Executive Director

EXECUTIVE COMMITTEE

13 February 2018

1 PURPOSE AND SUMMARY

1.1 This report proposes some amendments to the current SBC Museum and Gallery Collections Development Policy 2014-19 and its subsequent redrafting as the Collections Development Policy 2018-23. Although the responsibility for managing the Council's heritage and art collections passed to Live Borders in 2016 the ownership of these collections remains with Scottish Borders Council. The parameters for collecting and the procedures for disposing of material to and from the collections therefore require to be set and approved by Scottish Borders Council based on comment and advice received from Live Borders Museums & Galleries Manager.

1.2 Under the terms of the Arts Council England's (ACE) UK Museum Accreditation Scheme (administered in Scotland by Museums Galleries Scotland (MGS)) - a Museum and Gallery is required to have in place an approved Collections Development Policy to cover the acquisitions and disposals of material into and from its permanent museum object and art collections. Having such a policy in place is a recognised and accepted indicator of good museum practice and management.

1.3 Live Borders Museums & Galleries is in the process of reapplying for Museum Accreditation and is therefore required to present an updated Collections Development Policy that has been approved by Scottish Borders Council. The current Collections Management Policy was approved by Scottish Borders Council on 21 January 2014 and was due to run until 2019. However, since its approval there have been minor changes made to the model policy issued by ACE as representing best practice and which need to be adopted. In addition, the new policy needs to acknowledge the change in management arrangements for the museum and art collections that have taken place since management of the permanent collection was devolved to Live Borders in March 2016. In line with the ACE Museum Accreditation Standard requirements, these changes have been incorporated in the policy which has now been renamed Scottish Borders Council/Live Borders Museums & Galleries Collections Development Policy 2018-2023.

1.4 The revised Policy is attached as Appendix 1 and the necessary changes, which are relatively minor, are detailed in section 3.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee approves the amended Scottish Borders Council/Live Borders Museums & Galleries Collections Development Policy 2018-2023.**

3 COLLECTIONS DEVELOPMENT POLICY 2018-2023

3.1 The acceptance of an item into the Museums and Galleries permanent collection implies an obligation to properly care for the item. The Service does not have the resources or the premises to accept everything that is offered. It is therefore important to define areas and priorities of collecting, and by default, areas where the Museums & Galleries will not collect. This allows Curatorial staff to care for items accessioned already in the collection and to collect or dispose strategically within Policy guidelines.

3.2 The attached Policy (Appendix 1) follows the approved style and precise wording laid down by Museums Galleries Scotland and ACE and which are required as part of the Museums Accreditation application process. The model policy has previously been approved by the Council and has consistently been adopted by the Museum and Gallery Service as the framework underpinning its own policy.

3.3 Changes to revised Museums & Galleries Collections Development Policy:

(a) Replace references to Scottish Borders Council Museums and Galleries Service with Live Borders Museums & Galleries.
(b) Replace references to Scottish Borders Senior Curator with Live Borders Museums & Galleries Manager.
(c) Add reference to The Jim Clark Trust and its separate collecting activity and loan collection, in relation to The Jim Clark Museum development.
(d) In relation to Archives: Add reference to respective collecting remits of Live Museums & Galleries, Live Borders Archives and the Local Studies Collection.
(e) Add reference to Live Borders Libraries & Information Services', Historic objects, sculpture and artworks collections and consultation with Live Borders Museums on respective acquisitions, disposals or collecting remits.
(f) Add reference to the proposed Great Tapestry of Scotland (GTS) development project in Galashiels.
(g) Add reference to The Great Tapestry of Scotland Trustees, the Great Tapestry of Scotland Trust's separate collecting, commissioning and Loan activities.
(h) Add reference to Live Borders Museums & Galleries collecting activities to facilitate a separate handling collection specifically for use in reminiscence loan boxes and school loan boxes.
(i) Add reference to Live Borders Museums & Galleries remit for Curatorial management of Common Good historic object Collections and Common Good works of art, assisting SBC Officers and Common Good Committees regarding good practice for acquisitions or disposals of historic collections or works of art.
(j) Add reference to SBC consulting with Live Borders Museums & Galleries, on annual reviews or updates to the Collections Development Policy during 2018-23.

3.4 In line with current guidelines this policy will be reviewed on an annual basis, in consultation with Live Borders Museums & Galleries Manager and the Director of Managed Services and any significant changes requiring SBC approval will be brought before the Council. The full policy will otherwise need to be reconsidered by the Council no later than 2023.

4 IMPLICATIONS

4.1 Financial

There are no costs attached to any of the recommendations contained in this report but note risk 4.2(a).

4.2 Risk and Mitigations

(a) If the amendments to the existing Collections Development Policy are not approved it is unlikely that Live Borders Museums and Galleries will achieve an award of Full or Provisional Accreditation. In turn this could affect eligibility for grant aid, partnership opportunities and the allocation of Treasure Trove archaeological material from the Finds Disposal Panel.

(b) The Policy reduces the risk of uncoordinated or unplanned collecting.

(c) The Collections Policy and the Management Agreement with Live Borders ensures that management responsibility on collecting and disposals is devolved to Live Borders' Museums & Galleries Manager, who is professionally qualified and experienced in the protocols, standards and ethics required for collections management. The final decision on disposal of any items from the collections will require to be ratified by Scottish Borders Council.

4.3 Equalities

Equalities Impact Assessment has been carried out on earlier versions of this policy and there were no adverse equality implications. The minor changes to the policy will not impact on this assessment.

4.4 Acting Sustainably

There are no economic, social or environmental effects.

4.5 Carbon Management

There are no effects on carbon emissions.

4.6 Rural Proofing

It is not anticipated that there will be any adverse impacts on the rural area from the proposals contained in this report.

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

(a) There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation. The Management Agreement with Live Borders includes the Collections Development Policy, which references delegated authority where Live Borders' Museums and Galleries Manager may:

- Undertake appropriate collecting for museums and galleries by purchase, donation, transfer or loan agreement, in line with Policy and resources.

- Recommend on disposals, in line with the Policy and the Museums Association's Code of Ethics, in relation to the permanent museum and art collections held in stewardship by Scottish Borders Council.

5 CONSULTATION

5.1 The Chief Financial Officer, the 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 have been incorporated into the final report.

5.2 Live Borders: the Museums & Galleries Manager has co-authored this report and it has been approved by the Director of Business Services.

Approved by

Philip Barr **Signature .....**
Executive Director

Author(s)

Name	Designation and Contact Number
Ian Brown Fiona Colton	SBC Cultural Services Advisor ext 6606 Live Borders Museums & Galleries Manager

Background Papers:
SBC/Live Borders Management Agreement, March 2016
Scottish Borders Council Museums & Galleries Collections Development Policy 2014-19
Arts Council England - UK Museums Accreditation Standard and Guidelines
The Museums Association Code of Ethics (Collecting and Disposals)
Museums Galleries Scotland – Applying for Accreditation

Previous Minute Reference: Executive Committee 21 January 2014

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. The Cultural Services Advisor can also give information on other language translations as well as providing additional copies. Contact us at Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA

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Scottish Borders Council & Live Borders Museums & Galleries Collections Development Policy 2018-2023

Name of organisations: Scottish Borders Council & Live Borders Museums & Galleries

Governing body: Scottish Borders Council (collections owner)

and

Live Borders (devolved management for collections by formal agreement)

This policy was reviewed and approved by Scottish Borders Council on 13 February 2018.

The Scottish Borders Council Museums & Galleries Collections Development Policy will be published and reviewed for necessary amendments or updates from time to time, at least once every five years.

Date at which this policy is due for review: 2023

Museums Galleries Scotland will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

1.0 Relationship to other relevant policies/plans:

1.1 Statement of Purpose

The purpose of this Collections Development Policy is to regulate collections development including procedures regarding the acquisition and disposal of items from the Permanent Collections of museum objects and works of art held in stewardship by Scottish Borders Council. The Council as governing body has delegated management and decision making, regarding Permanent Collections acquisitions and disposals, to Live Borders Museums & Galleries under a formal management agreement. The adoption and implementation of this Collections Development Policy (the Policy) by Scottish Borders Council is a requirement of the UK Museums Accreditation Scheme. The policy represents the aims and plans of Scottish Borders Council and the remit of Live Borders Museums & Galleries to manage the Permanent Collections at the time of its review and adoption in January 2018.

The guiding principle is-
To develop Scottish Borders Council's permanent collections and ensure the collections enhance Live Borders museums and galleries as interesting and enjoyable places to visit, providing the widest possible access to all within resources and to ensure both parties work effectively together to collect, preserve, protect, interpret, and exhibit, material evidence of our heritage and cultural for this and future generations.
(N.B. definitions: Museums should be taken to include museums, galleries and interpretation centres; their collections and resources. Heritage and Cultural assets include material, cultural, built and natural.

1.2 The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3 By definition, Live Borders Museums & Galleries acting in a devolved management role has a long-term purpose working in partnership with Scottish Borders Council to hold collections in stewardship and trust for the benefit of the public in relation to their stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to the acquisition to the collection, or the disposal of any items in the museum's collection.

1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5 The Council and Live Borders Museums & Galleries recognise their responsibilities, when acquiring additions to the collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

1.6 The Council and Live Borders Museums & Galleries will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

1.7 The Council and Live Borders Museums & Galleries will not undertake disposal motivated principally by financial reasons.

2.0 HISTORY OF THE COLLECTIONS: APPENDIX A includes an overview of our Museums & Galleries and the management of their collections by Live Borders. Reference is also included in APPENDIX A regarding the separate collecting remits of Live Borders Archives and the Libraries & Information service. Both sections operate within Live Borders Trust.

2.0.1 Live Borders is an independent sport/culture trust established in April 2016. It operates 11 Museums/Galleries (formerly Scottish Borders Council Museums and Galleries) under a formal management agreement with Scottish Borders Council:

Hawick Museum & Scott Gallery; Borders Textile Towerhouse; Jedburgh Castle Jail & Museum; Mary Queen of Scots' Visitor Centre; The Jim Clark Museum; Coldstream Museum; Halliwell's House Museum; Sir Walter Scott's Courtroom; St Ronan's Wells Visitor centre; Tweeddale Museum and Old Gala House. Live Borders Museums & Galleries Headquarters and the Selkirk/Galashiels collections stores are based in Selkirk.

The Council holds the permanent collections of museum objects and works of art in stewardship on behalf of Scottish Borders communities. The Council also has responsibility for a section of the permanent collections designated as

Common Good historic and cultural assets which are managed by Live Borders as part of the museum, library and archive collections.

2.0.2 The principles and good practice outlined in this Collections Development Policy will apply to all the aforementioned collections and collecting areas relevant to Scottish Borders Council and the devolved management remit of Live Borders Museums & Galleries.

3.0 APPENDIX A includes a detailed overview of each collecting venue, its existing collections and any relevant Common Good collections.

4.0 APPENDIX A outlines in detail Themes and Priorities for future collecting based on curatorial assessment of collections' strengths, areas for improvement or priority areas for further development through acquisition, within available resources.

4.1 In APPENDIX A **The Permanent Collections** are defined as any objects or works of art within the stewardship of Scottish Borders Council and entered into the Museums Accession Registers, whether by; a gift, purchase or time-limited loan, together with any object not entered in the Accession Register, but in the possession of the Museum at the current date, which was donated or purchased with the intention that it should become part of the Permanent Collections. In addition, there is a non-accessioned "museums handling collection". This is comprised of separately identified low value or duplicate items designated by the Museums & Galleries Manager as suitable for inclusion in a specific handling collection. Items acquired for the Handling Collection are typically made available in school loan boxes or reminiscence resource boxes. (Short term loans for exhibition purposes are excluded from this definition).

4.2 At this time, the collection (which is held in stewardship by Scottish Borders Council and managed by Live Borders Museums & Galleries) comprises approximately 50,000 items. It is anticipated that through an active Collections Development Policy this will continue to grow. The core collections include objects, works of art, Common Good heritage and cultural assets and information relevant to the Scottish Borders region. Supporting collections include photographs, personalia, high quality replica objects, handling collections and reconstructions, topographical and pictorial representations including archaeological records, reports, books, maps and printed ephemera associated with named collectors, excavations and relevant sites. The Museums currently hold approximately 500 loan deposits from other museums, trade organisations, community groups and private individuals.

5.0 THEMES AND PRIORITIES FOR RATIONALISATION AND DISPOSAL

There are no particular priorities for rationalisation and disposal during this policy period. Rationalisation or disposal should only be necessary for legal, safety, care or conservation reasons including material in heavily damaged or very poor condition, especially where high costs of conservation outweigh the importance of the object. Where disposal or rationalisation on this basis should be recommended by the Museums & Galleries Manager, the Council will follow The Museum Association's Toolkit Guidelines on Acquisitions and Disposals and accordingly, will not undertake disposal of collections motivated principally by

financial reasons. Should priorities for disposal, motivated by curatorial reasons, emerge in future; the Museum staff will follow disposal procedures outlined in this Policy to achieve disposal by either gift or exchange where possible, and the method of disposal will be in line with good practice as specified in this Policy.

6.0 LEGAL AND ETHICAL FRAMEWORK FOR ACQUISITION AND DISPOSAL OF ITEMS

The Council and Live Borders recognise their respective responsibilities to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7.0 COLLECTING POLICIES OF OTHER MUSEUMS/ARCHIVES/CULTURAL OR HERITAGE ORGANISATIONS

7.1 Within its devolved management for SBC museum and art collections held in stewardship, Live Borders Museums & Galleries will take account of the collecting policies of other accredited museums and galleries. In addition, those of equivalent archives, libraries or other recognised primary specialist collectors of heritage/art/information including: Trusts and University Collections.

Live Borders Museums & Galleries will consult with accredited or similarly recognised organisations to communicate on areas of collecting interest where conflicts of interest may arise, or to define areas of specialism to avoid unnecessary duplication, waste of resources or loss of or damage to items of historic, social, artistic, sporting, natural or civic interest.

7.2 Reference is made to the following organisations where past or current collecting activities/interests are acknowledged by SBC/Live Borders:

- National Museums of Scotland
- National Galleries of Scotland
- Trimontium Museum Trust, Melrose
- The Writer's Museum, Edinburgh City Council
- Eyemouth Museum
- Thirlestane Castle Museum
- Live Borders Archives/Heritage Hub
- Live Borders Libraries

It also acknowledged that other non-accredited organisations and trusts may previously have been, or are, actively collecting in the same, similar or related areas or subjects to those of importance to SBC/Live Borders regarding museums and galleries collections and loans:

- Bowhill House/Bowhill Heritage
- The Haining, Selkirk
- Abbotsford House/Abbotsford Trust
- Traquair House
- John Buchan Museum
- Jim Clark Trust
- Jim Clark Memorial Room Trust
- Harestanes
- Stow Community Archive

- The Tim Stead Trust
- Paxton House Trust
- The Great Tapestry of Scotland Trust
- Gunsgreen House Trust
- Kelso Historical Society
- Selkirk Antiquarians
- Hawick Archaeological Society
- Old Gala Club
- University of Edinburgh Collections/Edinburgh College of Art Archives
- University of St Andrews' Collections
- Heriot Watt University Textile Archive
- Individual Common Good collections within Scottish Borders area
- Tweeddale Civic Society
- Peeblesshire Archaeological Society
- Coldstream Civic Society
- Coldstream Guards
- Duns Local History Society
- Jedforest Historical Society
- Liddesdale Heritage Association
- The Borders Family History Society

8.0 ARCHIVES AND LIBRARY COLLECTIONS

In addition, there are archives and photographs specifically related to museum objects, textiles and works of art and where they represent an important or integral part of a museum or art acquisition, they are accessioned and stored with relevant museum and art collections. It should also be noted that the main Scottish Borders Archive is located at the Heritage Hub, Hawick. This is a separate collection from the minor holdings of archives, photographs and supporting information held within the Museums and Galleries permanent collections.

8.1 Collecting activity relating to the main Scottish Borders Archives collection of deposits, donations and loans is under the remit of Live Borders' Archives Manager. Live Borders Museums & Galleries will continue to liaise and share information with colleagues in Archives regarding collecting areas of mutual interest and proposed minor acquisitions of archive material or supporting information where deemed integral or relevant to the permanent collection holdings of museum objects and works of art.

8.2 Likewise, there is a Local Studies Collection of local history material and information (formerly within the remit of Libraries, now managed by Archives), and within Libraries there is a small collection of framed prints, works of art, sculpture and local history material displayed or stored within library buildings or in library office spaces and stores at St Mary's Mill, Selkirk. While Live Borders Library and Information Service does not now actively collect historic or cultural objects, archives or works of art in competition with either Museums or Archives, Libraries may hold or collect special reference collections, community artworks commissioned for library spaces or have available for study donated material such as important antiquarian reference books or Common Good assets gifted to a local community or library (for example: *The Rose Finney presentation bookcase and reference collection of books gifted to Selkirk*).

9.0 ACQUISITION

9.1 The policy for agreeing acquisitions devolves decision making to Live Borders Museums & Galleries Manager as the professionally qualified person with overall responsibility for the care and development of the whole permanent collection. The Museums & Galleries Manager has delegated authority to acquire museum material or works of art through donation, purchase or transfer as resources allow.

9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10.0 Human remains

10.1 The collections include human remains from a variety of periods but there is a presumption now against acquiring further human remains from any period on health and safety grounds. In respect of the existing human remains collections, Live Borders Museums & Galleries will follow the guidelines in the '*Guidance for the Care of Human Remains in Scottish Museums'* issued by Museums Galleries Scotland in 2011.

11 Biological and geological material

11.1 So far as biological and geological material is concerned, the museums will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

12 Archaeological material

12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

12.2 In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to Live Borders Museums by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, the Museums & Galleries Manager or other responsible person acting on behalf of Live Borders museums can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

13 Exceptions

13.1 Any exceptions to the above clauses will only be because Live Borders museums are:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases Live Borders museums will be open and transparent in the way they makes decisions and will act only with the express consent of an appropriate outside authority. The museums will document when these exceptions occur.

14 Spoliation

14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

15 The Repatriation and Restitution of objects and human remains

15.1 The museums' governing body, acting on the advice of the museums' professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in Scottish museums' issued by MGS in 2011) , objects or specimens to a country or people of origin. The museums will take such decisions on a case by case basis; within legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

15.2 The disposal of human remains from museums in Scotland will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

16 Disposal Procedures

16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.

16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal recommended by the museums' professional officer. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly

damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

16.8 If the material is not acquired by any Accredited Museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the Museums Association (MA) *Find an Object* web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Museums Galleries Scotland.

16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation Standard. Money must be restricted to the long-term sustainability, use and development of the collection.

16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the

preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

16.13 The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited Museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

16.13.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.

16.13.2 If the exchange is proposed to be made with a specific Accredited Museum, other Accredited Museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.

16.13.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's *Find an Object* web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

16.13.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

16.14 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

16.15 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.

16.16 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved

destructive testing request identified in an organisation's research policy.

16.17 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

16.18 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances or ordnance, a police certificate should be obtained and kept in the relevant object history file.

This Collections Development Policy was reviewed, approved and adopted by Scottish Borders Council, Council Executive Committee on 13 February 2018.

(This Collections Development Policy is next due for review in 2023).

APPENDIX A

Collections Development Policy 2018-2023: Appendix A- Overview of Scottish Borders Council Museum & Gallery Collections managed by Live Borders Museums & Galleries.

Introduction

This Appendix to the 2018-2023 Collections Development Policy includes a summary **overview of each collecting venue, its existing collections and any relevant Common Good collections**. It also outlines the following:

- **Themes and priorities for future collecting 2018-2023 -** based on curatorial assessment of collections' strengths, areas for improvement or priority areas for further development through acquisition, within available resources.

- **Rationalisation and disposal -** At present there is no particular requirement for rationalisation and disposal from our Museum and Gallery collections. Disposal is not a priority for this policy period and disposals will only be undertaken for legal, safety or care and conservation reasons including: damage beyond repair, spoliation/return of war loot, radiation, infestation or repatriation. Where further collecting is not advised due to lack of space or resources within specific categories of museum and gallery collections, or where collecting has been assessed as a very low priority, this is stated in this Appendix, under the *future collecting needs* section outlined for each museum or collection.

  Large archaeological assemblages and human remains will not be collected within the lifespan of this Policy, due to lack of museum storage space for taking large boxed deposits of assemblages and the lack of facilities for safe handling and storage of archaeological human remains in museum stores.

A1. Definitions of collections

A1.1 The **Permanent Collections** are defined as any museum objects or works of art within the stewardship of Scottish Borders Council and entered into the Museums Accession Registers, whether by; a gift, purchase or time-limited loan, together with objects not yet entered in the Accession Register, but in the possession of the Museum at the current date, which were donated or purchased with the intention of becoming become part of the Permanent Collections.

A1.2 In addition, there is a non-accessioned **"museums handling, school loan and study collections"**. These are comprised of separately identified, low value or duplicate items designated by the Museums & Galleries Manager as suitable for inclusion in specific handling collections and recorded with separate status to accessioned items. Items acquired for the Handling Collection are typically made available in school loan boxes or reminiscence resource boxes. (Short term loans for exhibition purposes are excluded from this definition).

A1.3 At this time, the collection (which is held in stewardship by Scottish Borders Council and managed by Live Borders Museums & Galleries) comprises approximately 50,000 items. It is anticipated that through an active

Collections Development Policy this will continue to grow. The core collections include objects, works of art, Common Good heritage and cultural assets and information relevant to the Scottish Borders region. Supporting collections include photographs, personalia, high quality replica objects, handling collections and reconstructions, topographical and pictorial representations including archaeological records, reports, books, maps and printed ephemera associated with named collectors, excavations and relevant sites. The Museums currently hold approximately 500 loan deposits from other museums, trade organisations, community groups and private individuals.

A1.4 In addition, there are some archives and photographs specifically related to museum objects, textiles and works of art where they represent an important or integral part of a museum or art acquisition. These are accessioned and documented for association with relevant museum and art collections. It should also be noted that the main Scottish Borders Archive is located at the Heritage Hub, Hawick. This is a separate collection from the minor holdings of archives, photographs and supporting information held within the Museums and Galleries permanent collections.

A1.5 Collecting activity relating to the main Scottish Borders Archives collection of deposits, donations and loans is under the remit of Live Borders' Archives Manager. Live Borders Museums & Galleries will continue to liaise and share information with colleagues in Archives regarding collecting areas of mutual interest and proposed minor acquisitions of archive material or supporting information where deemed integral or relevant to the permanent collection holdings of museum objects and works of art.

A1.6 Likewise, there is a Local Studies Collection of local history material and information (formerly within the remit of Libraries, now managed by Archives), and within Libraries there is a small collection of framed prints, works of art, sculpture and local history material displayed or stored within library buildings or in library office spaces and stores at St Mary's Mill, Selkirk. While Live Borders Library and Information Service does not now actively collect historic or cultural objects, archives or works of art in competition with either Museums or Archives, Libraries may hold or collect special reference collections, community artworks commissioned for library spaces or have available for study donated material e.g. important antiquarian reference books or Common Good assets or presentations gifted to a local community or library (for example: *The Rose Finney presentation bookcase and reference collection of books gifted to Selkirk*).

OVERVIEW OF INDIVIDUAL MUSEUM AND ART COLLECTIONS AND PRIORITIES FOR FUTURE DEVELOPMENT

A2. Hawick Museum & the Scott Gallery, and Borders Textile Towerhouse

A2.1 Hawick Museum's collection has to be recognised as unique within Scottish Borders as it represents over 150 years of continual collecting, something that no other museum can claim. Because Hawick Museum was for many years the only Museum operating in the Scottish Borders some of its collections have a regional rather than a local content. Notwithstanding the comments below Hawick Museum's collecting policy recognises that there are now Accredited Museums in the Scottish Borders, both local authority and

independent, that are now more appropriate homes for material which was traditionally accepted at Hawick and that in future offers of this material will be passed onto the most appropriately located Accredited Museum. Hawick Museum's collecting activities will include acquisition of textiles, hosiery, design, photographic and costume material intended for display at the Borders Textile Towerhouse (formerly Drumlanrig's Tower) in Hawick. Accordingly, Hawick Museum will be the overarching collection incorporating Borders Textile Towerhouse material under its aegis. Collecting of minor archive material in relation to museum acquisitions of textiles and hosiery etc. will be through discussion and agreement with Live Borders Archives.

A2.2 Human History - existing collections

i. Fine holdings of early archaeological evidence span several centuries BC and include an excellent complete Bronze Age Cist burial from Menslaws, a good representative collection of worked flints and axes, cinerary urns, a fine hogsback gravestone and metalwork. Good Roman and important early Egyptian material includes ceramic vessels, ushabti and figures, decorated stonework from Ruberslaw and Minto, coinage and assemblies from Ruberslaw camp, and Newstead.

ii. The medieval assemblies contain material from the Hawick Motte excavations, made in the early 20th century by Curle (Archaeologist) and embrace pottery, coins, metalwork, and domestic ware, in addition to masonry from the original St Mary's Church and a complete urn from rescue archaeology at the Tower Knowe site, but there is room for expansion here.

iii. Burgh material spans the 17th - 21st century, with local Common Riding material well represented.

iv. Social history of the Victorian and Edwardian periods is well covered and includes good domestic material, evidence of small trade and cottage industries, with some costume, but few working clothes.

v. Sport and Recreation is covered only by a small collection of early curling and rugby items. This is an area to be regarded as a short - medium term priority.

vi. 20th and 21st century wartime and the 1919-1938 inter-war period (are represented by a small collection of material from the home front, Stobs POW camp and civilian records, but there is an exceptional collection of war medals. Material dated after 1945 is thin and this is an area to be regarded as a short term priority.

A2.3 Human History - collection needs

i. It is crucial that Hawick's medieval roots and development are better served by original material, particularly with regards to the area around Drumlanrig's Tower, Hawick.

ii. Hawick's rugby tradition is international, yet relatively poorly represented. This imbalance needs to be corrected. All aspects of the game, from its exponents to its paraphernalia must be actively sought. It is noted that local rugby clubs do hold valuable collections and that the Bill McLaren Archive is another notable and well–established collection.

iii. World Wars 1 and 2 and prisoner of war material should be expanded considerably in the short term.

iv. Collecting of minor archive material in relation to museum acquisitions will be through discussion and agreement with Live Borders Archives.

A2.4 Archive material - existing collections:

i. Hawick Museum has a small collection of local archive material. Most significant are the 1638 Roxburghshire copy of the National Covenant, heritor's papers from the original Parish Church, local farming and estate papers, motor licensing records, maps and plans and monumental instructions.

ii. The Hawick Museum photographic collection comprises circa 6,000 original items, prints, glass negatives and early slides. The Museum Library includes a loan deposit from Hawick Archaeological Society (HAS) of a significant collection of local books and a set of the Society's annual publication- *HAS Transactions*.

A2.5 Archive material - collection needs

i. Collecting of important or original manuscript material, contemporary documentary photographic work, archives relating to textile and hosiery manufacturing etc. will be the responsibility of Live Borders Archives.

ii. Collecting of minor archive material in relation to museum acquisitions etc. will be through discussion and agreement with Live Borders Archives.

A2.6 Costume – existing collection

i. Costume and replica costume is a priority area in line with the focus of the Borders Textile Towerhouse, Hawick and its exhibition focus and regional collecting remit for costume, textiles and hosiery. Examples of good quality historic and contemporary garments including those made by Borders textile & hosiery manufacturers, or by designers linked to Borders manufacturers, will be actively collected.

ii. Costume collecting should be undertaken on a regional basis and all aspects of clothing and accessories, across the entire class spectrum, must be actively sought.

A2.7 Ethnography

i. Hawick Museum is one of two Scottish Borders Council Museums holding substantial ethnographic material. The interesting ethnographic collection is held because of the fact that it grew from material brought back to the town by local people and includes Oceanic, Oriental, American, Egyptian, African and Indian artefacts.

A2.8 Industrial History - existing collections

i. The Hawick hosiery and knitwear industry is quite well served by a collection of early machinery and product samples. A collection of contemporary knitwear garments and tweed products is also established. Tweed production machinery is represented by a fine hand loom. Supporting material from local firms is also prominent, and includes good early photographic evidence of previous production. Spinning is at present not covered notably in its industrial processes, only by early hand-methods. It is unlikely that much more machinery will be collected unless larger off-site storage or display facilities with suitable environmental controls and security can be obtained for permanent use.

ii. Objects relating to other local Trades and Industries are adequately covered, particularly in shoe making, local medicine, aerated water manufacture and photography. There is however a lack of good material from small trades specific to Hawick such as sweet manufacturing. Shops have closed with little artefactual evidence being collected. There are small agricultural collections with some interesting examples of ploughs. Due to lack of storage space it is not desirable to continue to collect machinery or large industrial objects until centralised storage can be obtained on a permanent basis.

iii. Transport and communication is also very thinly covered, with little evidence of objects relating to railway services including the original Waverly Line and other early modes of transport, save for some fine bicycles.

A2.9 Industrial History & Design - collection needs

i. The collection of contemporary textile and knitwear design is being expanded, including collecting evidence of Hawick's and the Borders' role in international fashion and hosiery- for example, leading Hawick manufacturers past and present or the textiles and philosophy of Bernat Klein. As evidence of Hawick's industrial spinning and dyeing history diminishes rapidly, these areas of textile production should be adequately reflected in collection of objects or via collection of samples, film or video. Hosiery and knitwear production is however well covered in terms of machinery and should not be expanded until larger storage facilities can be secured. Collecting of important Archive material and film and video or digital media of local firms is the remit of Live Borders Archives. Collecting of minor archive material in relation to museum acquisitions of industrial history objects will be through discussion and agreement with Live Borders Archives.

ii. Material evidence of the railway is a medium priority as is that of other local trades and shops, such as objects relating to the Stirches Pottery and local sweet makers. Local agricultural material of significant size and storage needs should not be actively sought.

A2.10 Natural Sciences - existing collections

i. Hawick Museum, along with Tweeddale Museum, St Ronan's Wells Visitor Centre and Harestanes, are the only Scottish Borders collections traditionally and currently collecting Natural Science material. This position is recognised and it is agreed that only these sites will continue to collect in this field. Collecting will therefore be undertaken on regional basis rather than local criteria.

ii. In terms of geology, the museum is served by good collections of regional material and interesting mineral specimens. Animal and bird specimens

reflect regional habitat patterns. There are some exotic specimens included by way of representing historical collecting activities by members of the local Archaeological Society. Insect holdings reflect the collecting activities of particular significant individuals and birds eggs were also collected up until recent legislation controlled such activity.

iii. Although wide-ranging, the taxidermy collections, and insect specimens are not of even quality. There are significant gaps in the collection of native species and the entire holding of insect material has been classed as "non-scientific" (where there is no provenance or data).

A2.11 Natural Sciences - general collecting and data collection needs

i. The herbaria collections held in the museum collections at Hawick Museum are of scientific importance and have relationships to other collections (e.g. Elliot Herbarium and collections at Kew Gardens, London). However this is not a priority for future collecting. Technological change and aforestation will reflected by collecting of photographs and other material evidence, including voucher specimens and study skins.

ii. Hawick Museum is committed to working with The Wilton Lodge Park development project to maximise visitor enjoyment of the natural environs of Wilton Lodge Park. Hawick Museum will collect appropriate natural sciences material and support the Wildlife Information Centre (TWIC) at Vogrie, as a partnership with Harestanes and St Ronan's Wells visitor centre. TWIC's remit includes working with volunteer Bio-Recorders in collecting wildlife data relating to species found within Wilton Lodge Park and the River Teviot, adjacent to Hawick Museum. TWIC represents a body of data of regional and national importance and is an important node in the National Biodiversity Network.

A2.12 Personalia

i. Hawick's illustrious people include Jimmie Guthrie, motor cycle champion killed in 1937, Steve Hislop- motorcycle champion killed in 2004 and Chay Blyth, the world famous yachtsman. There is a small Guthrie collection, which has been expanded and consolidated into an extensive collection now, but nothing significant relating to Blyth.

ii. Material relating to Jimmie Guthrie, Steve Hislop, Chay Blyth and other eminent people connected to Hawick and environs will continue to be collected.

B2. Fine Art and Decorative Art, including Applied Art (Hawick Art Collection and the Scottish Borders Regional Art collection)

B2.1 Fine Art, Decorative Art and Applied Art - existing collections

As with Natural Science collecting on a regional basis, Hawick Museum's recent collecting activity on both a local and a regional basis has resulted in it holding the majority of the major works in the fine art, decorative art and applied art collection. As such this provides an important regional resource. It is also important to note that some of the art collection is also designated as Hawick Common Good assets.

B2.2 Collecting priorities in this area, especially with regard to the artistic merit of work rather than its local context, has been fairly compatible across the whole of the region. While not intended to be restrictive, the Fine and Decorative Art collecting policy for Hawick Museum applies to associated museum/gallery sites (region-wide). General fine art acquisitions, will usually be stored in Hawick where the main Regional Fine Art collection is located.

B2.3 These holdings of fine art and decorative art can and must be simply divided into clear categories:

- *The Hawick local art collection* (Hawick social history interest): Amateur paintings, prints, drawings, engravings, portraits, decorative and applied arts, architects' designs relating to local subjects or premises, collected for their local content or association, rather than for their artistic merit. Only occasionally are these not mutually exclusive. (Some of which are Hawick Common Good assets).

- *Hawick Fine Art and Sculpture Collection* – paintings, artist prints, works on paper, sketchbooks, photographs, craft and sculpture collected pre 1996 and notable for their artistic merit, art historical importance or recognised quality including works by leading Scottish artists and makers. (Some of which are Hawick Common Good assets).

- *The Scottish Borders Regional fine art and decorative/applied art collection (some of which is Common Good or private loan material)* consisting of: paintings, contemporary prints and works on paper, hanging pieces, prints, sketchbooks, fine art photography, multi-media, craft, ceramics, metalwork, textile pieces (e.g. embroidery or tapestry), woodwork and sculpture. Items in this collection are collected for their quality, artistic merit, subject matter relevance and suitability for inclusion in temporary and touring exhibitions. .

B2.4 Fine Art, Decorative Art and Applied Art collecting needs:

i. The collection of fine art with local, regional and national focus should continue in line with the major collecting areas already identified earlier, including reflecting aspects of the Scottish Borders or Scotland which cannot be represented artefactually.

ii. The fine art collections should be actively expanded particularly in the area of high quality recent or contemporary work by Scottish, UK and international artists and photographers of significant reputation, to add to the important Scottish Arts Council bequest to Scottish Borders Council of 28 contemporary paintings, prints and sculptures gifted in 1997.

iii. It would make sense to consolidate donations and purchases within:

- Local, regional and national topography, subjects, places or people

- Concepts or styles (e.g. impressionism, abstract expressionism etc.,.)

And

- Work by artists, sculptors, makers and photographers of merit with a Scottish Borders and/or Scottish connection by virtue of birth, residence or subject matter. For example: Alistair and David Michie,

Anne Redpath, the McNairn family, Phoebe Anne Traquair, Samuel Peploe, John Bellany, Jake Harvey, Tim Stead, William Johnston, William Gillies, Bernat Klein, Robert Miller and Tom Scott amongst others. Acquisition of contemporary paintings and especially artists prints by mainstream UK and international artists working in a variety of print media and digital printmaking should also be a priority. Photography, sculpture and installation (within reason) should also be sought as well as examples of high quality applied arts or exemplary pieces of craft relevant to or inspired by the Borders area. If possible, purchases should be made directly from the artist or maker.

As with other areas of the collection a shortage of storage space within Hawick Museum, Old Gala House, Municipal Buildings, Coldstream, Selkirk and Tweeddale Museum will limit the size of some works of art which can be collected. In order to develop a truly regional art collection and to provide scope for a more active collecting policy the provision of a centralised and properly fitted out fine art and sculpture store should be regarded as a priority development area to meet the need to collect artworks of quality for future generations as appropriate and be able to accept important donations with the minimum of restrictions due to storage facilities. Loans within these categories will also be considered. Donations or loans of material outwith these categories may also be considered, on their merits, their compatibility with the existing collections and the lack of any other actively collecting establishment in the Scottish Borders.

iv. The permanent art collections are important resources and enables the curatorial staff to produce temporary and touring exhibitions for presentation in local, regional, national and international galleries. The benefits of the regional art collection being able to tour to a range of Accredited Museums and Galleries must be recognised and provision of touring exhibitions, for the Borders and beyond, supported to ensure access and learning opportunities for diverse audiences.

v. In addition, Live Borders curatorial staff also have a watching brief and role to advise the Council on the care, display and storage of other important artworks in Council and partner properties (including the Anne Redpath and John McNairn paintings at Selkirk High School, the Anne Redpath painting at Hawick Library, the Chinnery portrait of The Earl of Minto, the Phoebe Anne Traquair painting gifted to Melrose/displayed in Galashiels' Council Chambers and other similar artworks or historic objects on loan, on display or in store within Scottish Borders Council properties.

C2. Jedburgh Castle Jail and Museum

C2.1 Jedburgh Castle Jail and Museum - existing collections

i. The holdings at the Jail are relatively small, but nevertheless reflect adequately firstly, that period of the building's use as the town jail, and secondly, the history of the burgh.

ii. Prison history is covered by original material from the Governor's (Jailer's) block and the debtors' prison and reflects daily life in a 19th century reform prison. Substantially more in volume, the local history collections comprise a good prehistoric assemblage from the Dunion Hill site, Roman and Romano-British related material from Camptown and environs, fine but

small medieval collections from the Friary site, including glassware, sherds and masonry; excellent burgh material such as Town weights and measures, Burgess tickets, town drums etc. and a small range of local trade and industrial artefacts. Two good examples of small cannons made at the Jedburgh foundry are particularly fine.

iii. Artefacts and works of art or prints from town's more recent history are however, thin, but growing in scope with the development of displays at the Castle Jail.

C2.2 Jedburgh Castle Jail and Museum - collection needs

i. Although scarce, more material to allow extended reconstruction of the building's use as a prison is required, particularly archives, records and material reflecting 19th century reform prison practice, crime & punishment and law & order.

ii. In terms of local history, active collecting in the area of the local Callants Festival and its associated traditions is required, in addition to more recent industrial history, such as the British Rayon factory and traditional sweet making.

iii. Examples of high quality paintings, topographical representations and other prints and photographs of Jedburgh and environs will be collected, in line with Regional fine art storage provision and display space (See Hawick/Art)

D2. Mary, Queen of Scots' Visitor Centre, Jedburgh

D2.1 Mary, Queen of Scots' Visitor Centre - existing collections

Collections at the House are small but concentrate entirely on the life, times and cult of Mary Stuart. There is a small collection of 16th century manuscript material, several artefacts which are believed to be associated with Mary herself, such as fabric, a watch, a lock of hair, a thimble and a communion set, alongside a volume of 19th century material which reflects, a her story such as paintings, prints and copy relics. Naturally the collections are very sparsely served by original authenticated material.

D2.2 Mary, Queen of Scots Visitor Centre - collection needs:

We will seek to expand the collection of artefacts which relate directly to Mary Queen of Scots, or her period, although their value may well be prohibitive. More possible however, is a continuing necessity to expand the collections of material inspired by, or derived from her times or her influence, with particular reference to her stay in Jedburgh in 1566, the House itself and her connection with Hermitage Castle in Liddesdale and other key sites in her life-story. This may include high quality replica period furniture, applied art and fine art by artists, craft practitioners and furniture makers of note and quality.

The collecting of general Jedburgh material is Jedburgh Castle Jail's remit.

E2. Kelso

E2.1 Kelso and environs- existing collections
The closure of Kelso Museum in 1998 should not be seen as a reason to stop collecting Kelso and district material.

The strengths of the existing Kelso collections lie in good medieval material drawn from earlier collections and from locally excavated materials from the 1980's. In addition a wide range of nineteenth and twentieth century artefacts reflecting Kelso as a market town include small agricultural collections and those of local trades and small industries feature skinning and tanning, aerated water and bottling, blacksmithing and cobbling. Costume is relatively well represented in terms of working clothes and Victorian women's garments. There are however significant gaps, due to major restraints on space for storage.

E2.2 Kelso and district- collection needs:
Despite restraints and the closure of Kelso Museum, the remit for collecting is carried out for Kelso and district by the Berwickshire area museum team. The intention is to continue to expand collections reflecting Kelso's history and creative heritage, where storage space allows, across all existing areas, particularly in relation to archaeology, First and Second World Wars. In addition, other priorities include: agriculture, sport, markets or fairs and small trades, especially clock making, cabinet making (particularly James Meins) and more recently industrial technology (printed circuits etc.) in the town. Material relating to Yetholm, including archaeology, works of art, objects or photography related to the Romany/Gypsy traditions in the Borders, will be particular collecting needs. Evidence of Kelso as a centre of agriculture and trade, horse racing, fishing and fly tying are priorities for collecting, as is curling.

F. Sir Walter Scott's Courtroom, Selkirk

F2.1 Sir Walter Scott's Courtroom - existing collections

Collections held in the Courtroom are small but concentrate entirely on the following areas:

i. The life and times of Sir Walter Scott 1771-1832, with particular emphasis on his work as Sheriff of Selkirk 1799 – 1832, and his literary achievements.

ii. Scott's literary contemporaries and writers influenced by Scott and linked to relating to Selkirk, the Valleys and environs, especially the poet and author James Hogg (the Ettrick Shepherd), late 19th century man of letters- Andrew Lang and poets J.B Selkirk and Will Ogilvie of Kirklee, Ashkirk.

iii. Selkirk's municipal, burgh and legal history including law and order.

iv. The building's role in the above, i.e. as Sheriff Court and Town Hall.

v. Selkirkshire's literary heritage from Sir Walter Scott to date.

vi. In addition to permanent collections currently on display- within the Courtroom, important items and artworks on loan from Selkirk Common Good are also acknowledged (Community Assets relevant to Selkirk include: a range of local history objects, some civic material and large framed watercolour paintings notably by Tom Scott), These are professionally cared

for by Museums staff and displayed on a rotational basis in line with environmental needs of historic artefacts and sensitive watercolour paintings.

F2.2 Sir Walter Scott's Courtroom - collection needs
The priority for continued collecting is to add to the existing areas especially Scott's role as sheriff and Scott personalia. In addition, material and information relating to crime & punishment and law & order in relation to Selkirk will also be collected. Consideration will be given to the respective collecting policy interests of Abbotsford House, The Faculty of Advocates Library, Bowhill Heritage, University of St Andrews, Scottish Poetry Library, The Writer's Museum in Edinburgh, Edinburgh University collections and similar literary collections as relate to James Hogg, Sir Walter Scott, Andrew Lang and contemporary literature of Selkirk and the Borders. Consideration will also be given to the collecting interests of Live Borders Archives and Libraries. Future collecting across Museums, Libraries and Archives will enhance themes of Borders literary heritage represented across a wide variety of media and reflecting high quality literature up to present day, as appropriate and as storage and exhibition space allows.

G2. Halliwell's House Museum, Selkirk

G2.1 Halliwell's House Museum - existing collections
The collections fall into two main areas:

i. Material relating to the building, Halliwell's Close area and previous occupation by various traders and townspeople.

ii. The wider history, creative output, natural history and archaeology of Selkirk, its people and environs including communities of Ettrick, Yarrow, Ashkirk, Lilliesleaf, Lindean, St Boswell's and Midlem.

G2.2 Material relating to the history and occupation of the building, especially its link with the ironmongery trade is well represented. The ironmongery collection is of regional importance and very representative of late nineteenth, early twentieth century stock.

i. The history, development, culture, heritage, creativity and traditions of Selkirk.

ii. The collections are reasonably strong in some of the traditional trades of leather working/shoemaking and the hammermen (masons and joiners) but weak in tailoring, fleshing and weaving. The town's important textile link is not extensively represented. The Common Riding tradition is well represented with flags, bussing ribbons, photographs and a small collection of archival ephemera.

iii. Medieval material is scarce although the "Flodden" Flag is a notable item.

iv. Works of art, sculpture, photography and craft depicting or relating significantly to the Royal Burgh of Selkirk, its townspeople, environs and its history will only be purchased or acquired when judged by curatorial staff to be of significant artistic merit or clear historical importance (given extremely limited space for storage or display of additional works of art in Selkirk).

v. Material relating to the life and career of the explorer Mungo Park, in line with relocation of material relating to Park from Scott's Courtroom to Halliwell's House Museum.

vi. The artwork of Tom Scott and personalia related to the artist, especially where there is specific reference to Selkirkshire and the Valleys, as appropriate and as storage and exhibition space allows. (See also Hawick Museum/Fine Art),

vii. Visual material, books and other social history objects related to hill sheep farming and shepherding in Selkirkshire. Material includes objects and visual or written material including references to this in literature including: factual writing on sheep farming by James Hogg The Ettrick Shepherd, inclusion in popular culture or rural traditions, social history, costume and art as reflects rural life, farm working, agricultural shows or sheep husbandry in Selkirkshire.

G2.3 Halliwell's House Museum - collection needs
The existing collections should continue to be developed, with particular emphasis to the areas mentioned in the existing collections but it is recognised that a shortage of storage space and permanent display space does put limitations on the type and size of material that can be collected and duration that it may be displayed.

i. Generic collecting in relation to Selkirk, the Valleys and the surrounding area in general is covered in the collection statement of the Museums HQ, Municipal Buildings, Selkirk.

ii. Visual material, books and other social history objects related to hill sheep farming and shepherding in Selkirkshire, including material associated with fictional stories and illustrations set in Selkirkshire of the Border Collie character *Black Bob*, as portrayed in The Dandy and similar publications, published by D.C. Thomson of Dundee from 1944 to Date. Collecting in this subject area will also help to reflect and promote the recently established *Spirit of Black Bob walk* and *The Stell* drystane enclosure installation located beside the Long Philipburn in Selkirk.

H2. Old Gala House, Galashiels

H2.1 Old Gala House - existing collections

i. The current collections held in the House are relatively small and relate to the History of the House, its inhabitants, the Lairds of Gala and their impact on the history of the town, especially its early development.

ii. Old Gala House holds a small but important proportion of the regional fine art collection, largely material collected by the former Ettrick & Lauderdale District Council. This includes the important collections of the work and an associated archive and ephemera relating to the sculptor Thomas Clapperton. Future collecting in relation to this material will fall within the general statement on Regional Fine Art, Decorative Art and Applied Art collecting.

H2.2 Old Gala House Collection needs:

i. Develop the existing areas of collection, especially in relation to the early history of Galashiels and environs including Melrose, Falla and Lauderdale.

ii. Material related to the First World War and Second World War that is relevant to Galashiels and district.

iii. Generic collecting in relation to Galashiels and the surrounding area in general is covered in the collection statement of Museums HQ, Municipal Buildings, Selkirk. This is due to lack of storage space in Galashiels.

I2. Museums HQ & Museum Stores, Municipal Buildings, High Street, Selkirk

I2.1 The collections held here largely relate to collections built up by Ettrick & Lauderdale District Museums in the period 1979-96 and cover the geographical area of the former district. Future collecting will continue to follow this geographical area within the general principles expressed in the wider Policy.

I2.2 Archaeology - existing collections
The main archaeology collections relate to pre- Roman, Roman and Iron Age settlement in the Newstead, Eildon Hill area although we also hold material ranging from pre-history to medieval date found at Ettrick, Yarrow, Ashkirk, Whitmuir, Midlem, Melrose, Lilliesleaf, excavation finds from the Bishop's Palace and important finds from East Langlee and Carfrae near Lauder. The rest of this collection is the product of random collecting and field walking by Tom Scott (188-1920) and Walter Elliot or Treasure Trove Panel allocation awards.

I2.3 Archaeology - collection needs
There is room for expansion here and the archaeology collections should continue to be expanded and material from Treasure Trove panel allocations be actively sought. Consideration will need to be given to the collecting policy of the Trimontium Museum and the partnership agreement between Live Borders museums and Trimontium Museum Trust as regards acquisition and display of Roman and Roman-Iron Age material. For high value acquisitions of Roman antiquities through Treasure Trove allocation, consideration will also be given to opportunities for shared ownership purchases similar to the jointly-funded acquisition of the Synton Roman silver denarii coin hoard.

I2.4 Archives - existing collections

i. There is a substantial collection of Selkirk Archives notably the Walter Mason Archive, Burgh papers and Town Minute Books. The collection comprises both written and pictorial representation relating to many aspects of life in Selkirk e.g. recreation, civic and political life, trades, employment, common riding, local personalities and buildings. The Heritage Hub (Regional Archive based in Hawick) is responsible for storing the Selkirk Archives that were formerly accessioned into the Selkirk Museum Collection. Live Borders Museums will continue to liaise with the Archive Manager, as appropriate, on collecting of minor archives and photographs related to museum acquisitions.

ii. The acquisition in 1989 of the Walter Mason Papers provided a unique and important Scottish collection of documents relating mainly to Selkirk but extending outwith the Scottish Borders and covering the period c1500-1945. Over the years this collection has been the subject of an ongoing conservation and documentation project.

iii. The Selkirk museum photographic collection relating mainly to Selkirk and the surrounding Valley communities includes approximately 50% on loan from Selkirkshire Antiquarian Society.

iv. There is a small oral history collection but further collecting in this area is the focus of Live Borders Archive Service and additions of oral history material to the Selkirk museum collection would require further liaison with the Archive Manager responsible for the Heritage Hub.

I2.5 Archives – collection needs

i. Archive collecting to expand the Selkirk/Galashiels Museum collection should be focused only on minor archives or supporting archival material related to acquisitions of museum objects or artworks and taking account of the Scottish Borders Archives remit in collecting for the Heritage Hub facility in Hawick, and the interests of the Stow Community Archive based in Stow Town Hall. All collecting should be done in liaison with the Archive Manager with appropriate consultation and agreements on the most appropriate location for any potential archive acquisitions or disposals.

ii. Gaps in the photographic collection should also continue to be filled including material representative of the Clapperton Daylight Studio and photographic businesses operated by the Mitchell family. The Clapperton Studio closed as a museum in 2016 and the Selkirk museum collection has recently acquired Clapperton and Mitchell owned items (including photographic equipment, studio objects, family connected items and framed photographs).

iii. In relation to Galashiels collections administered by Museums HQ in Selkirk- it is noted that the Old Gala Club also holds an extensive collection of images relating to Galashiels and some historic artefacts. Post 1945, contemporary documentary photographic work and fine art photography by notable Selkirk or Galashiels connected photographers should also be a priority for the SBC collection development in. Museums staff will liaise with Live Borders Archive Manager on relevant minor acquisitions additions to the museums' collection.

I2.6 Civic and Burgh Life - existing collections

Civic and Burgh material (including local festivals) is represented in small but important collections and through some loans and Common Good collections. The most notable being Selkirk Common Riding flags, sashes, banners, bussing ribbons or rosettes. In addition there is a small collection of archival ephemera; the personal collection of Henry Polson, first Galashiels Braw Lad (1930); and a number of short silent documentary films of the Braw Lads Gathering, (commissioned by Wallace Currie past-manager of the Pavilion Cinema), produced by Elder Film Productions in the period 1930-1952. Copies have been shared with National Libraries of Scotland and the British Film Institute.

I2.7 Civic and Burgh Life - collection needs

Collecting in this area should continue as at present.

I2.8 Costume and Textiles - existing collections

i. This represents an area of weakness in the collection especially when textile production played such a decisive role in the development of Galashiels and Selkirk.

ii. There is a small collection of domestic costume but very little other textile material.

I2.9 Costume and Textiles - collection needs

i. The Museums must try to collect 19th and 20th century and 21st century textile material, i.e. patterns, samples, cloth, business information and branded goods or marketing material when it becomes available. The work of Bernat Klein is relevant but collecting focus at present is through the Borders Textile Towerhouse, Hawick where a representative collection of Bernat Klein fashion and textile design has been developed. Discussion on collecting between Selkirk/Galashiels and Hawick's curatorial staff is routine.

ii. Costume collecting should be undertaken on a regional basis and all aspects of clothing and accessories, across the entire class spectrum, should be actively sought.

iii. In line with the development of a new facility to house The Great Tapestry of Scotland (GTS) in Galashiels, it would be useful to develop museum and art collections to compliment the tapestry panels and/or the pictorial images or content they depict. The Great Tapestry of Scotland panels and exhibition will be managed jointly with input from the Trustees of the GTS, Scottish Borders Council and Live Borders Museums. A more detailed assessment of possible future collecting areas for the Galashiels area museum collection will be carried out by Live Borders Museums & Galleries Manager during 2019-2020. Focused collecting within Selkirk/Galashiels museum and art collection could help support interpretation of themes highlighted in the Great Tapestry of Scotland and enhance any future new tapestry exhibits.

I2.10 Ethnography

There are very few ethnographic items in the collection. Unless items also fall within another collecting area, e.g. Personalia they will not normally be accepted and offers will be passed onto other Accredited Museums with notable ethnography collections located within the Borders or similar Accredited or National museums in the United Kingdom.

I2.11 Industrial & Design History - existing collections
Evidence of the textile and the electronics industry represents an area of weakness in the collection especially when they play/played such a decisive role in the development of Galashiels and Selkirk. Examples of innovative textile design and manufacturing will be collected - for example notable work by textile designers and other innovative manufacturers now prominent in industry, or the medical textile/non-woven products formerly developed by ProStrakan (now re-branded under Kyowa-Kirin).

I2.12 Industrial History - collection needs
The collection of large scale industrial equipment poses many problems and without adequate display or storage premises cannot be considered. However, collecting of small scale industrial, design and manufacturing material must be seen as a priority. Collecting of other industrial history material, including all aspects of transportation, and especially railway material to reflect the history of the Waverley Line and the new Borders railway link, should be expanded.

I2.13 Natural Sciences- existing collections
There are no Natural Science items in the collection and offers will be passed onto other Accredited Museums i.e. Hawick and Tweeddale who are collecting on a regional scale.

I2.14 Numismatics
The small collection consisting mainly of 19th century British Trade tokens and coins, communion tokens, military and commemorative medals will be expanded as local material becomes available in a passive rather than active way.

I2.15 Personalia - existing collections
There are good collections relating to Thomas Clapperton and Henry Polson with smaller collections relating amongst others to Sir Walter Scott, James Hogg, Mungo Park, Tom Scott, J.B Selkirk, Andrew Lang, Bernat Klein and George Hope Tait.

I2.16 Personalia - collection needs
These collections should be added to as material becomes available although it is noted that this type of material is often offered for sale rather than donation.

I2.17 Social, Domestic and Working Life - existing collections
Social history from the mid-19th to mid-20th century is reasonably well covered and includes good domestic material (particularly from the Ironmongery Collection) with some evidence of small trade or rural industries and hill sheep farming. There is the basis of a good WW1 and WW2 home front collection. See also archives.

I2.18 Social, Domestic and Working Life - collection needs
Post 1945 material must be seen as a priority area and the domestic material, as represented by the ironmongery collection, should be brought up to date. Sport and Recreation is covered only with small collections mainly archival rather than artefactual. This is an area to be regarded as a priority. World Wars 1 and 2, especially home front material, should also be seen as a priority.

i. Social, Domestic and Working Life – handling collection needs:
Museum Reminiscence Resources, Education Handling Collection and Study Collection. In addition, a museum handling/reminiscence collection of social history, domestic life, sport & leisure and working life is currently being collected. This is comprised of non-accessioned material of low value or duplicate/replica material donated or purchased specifically for use in Reminiscence and Dementia Care outreach boxes or education resource boxes for loan to schools.

This handling/reminiscence collection may, with the donor's permission, include duplicate material rejected for museum accessioned collections but approved for the handling collection. This material will be inventoried separately from the core accessioned collections. Other handling or study collections currently include a *Black Bob The Dandy Wonder Dog* loan box and a small art, design and sculpture study collection donated following closure of St Andrews' Arts Centre, Galashiels. The handling and loan box collections will be administered from museums HQ and other Live Borders museums, as appropriate with support from Libraries, Local Studies and the Archives/Heritage Hub.

I2.19 Fine Art, Decorative Arts, Sculpture, Craft and Applied Arts - existing collections
These mainly include items of a local nature but with important small collections of the work of Tom Scott, John Mc Nairn, Tim Stead wood sculptor/furniture craftsman, the sculptor Thomas Clapperton and work by local stone carver/monumental statuary company George Sutherland. The Selkirk Tom Scott Watercolour collection is largely large works on loan from Selkirk Common Good.

I2.20 Fine Art, Decorative Art and Applied Arts- collection needs
See Hawick Museum/Regional Fine Art Collection.

J2. Tweeddale Museum

(Encompassing the collections of the Chambers Institution, the former Innerleithen Museum and the St Ronan's Wells Visitor Centre)

J2.1 The Museum collections in the Chambers Institution still largely reflect the collecting interests of the nineteenth century. Tweeddale Museum is accepted locally not just as the area museum for Peebles but also for all the main Tweeddale Communities- including West Linton, Innerleithen and Walkerburn. Archaeology, textiles, civic portraits, photography, decorative plasterwork (frieze), items relating to the Chambers brothers, the work of George Meikle Kemp and farming material are key strengths.

J2.2 Human History - Existing Collections

i. The collections comprise some good prehistoric material from Peeblesshire, including cinerary urns, flints, stone and bronze axe heads. There are also a number of items associated with the Dark Ages. The Manor Valley area is an important priority for collecting.

ii. Treasure Trove panel allocations have included important material from excavations and field walking at the Roman fort site of Easter Happrew and a coin hoard found in the vicinity of Peebles. Roman material relating to Tweeddale and environs is an area of active collecting. The collecting interests of Trimontium Museum and partnership opportunities to work with or exhibit Roman history collections across South of Scotland will be considered.

iii. The history of Peeblesshire in the medieval period is relatively well represented by objects and documents, with particular emphasis on the pre Reformation churches. There are a number of items linked with the history of the Royal Burgh of Peebles and the Burgh Council in the 17th, 18th and 19th centuries. All the material found during the excavations in the Bridgegate is held by the Museum.

iv. The social history of the Victorian and Edwardian period is well represented through costume, educational material and some domestic and recreational items. There is a small collection of material connected to the history of the textile industry in Peebles and some items linked to farming in the area in the Innerleithen collection.

v. The material transferred from the collection formed by Innerleithen Community Council in the 1980's has greatly increased the objects and archives

associated with Innerleithen, Traquair and Glen in the 19th and early 20th centuries. Active collecting should continue in this area.

vi. Wartime, the inter war and post war periods are well covered. A number of First and Second World War exhibitions have produced interesting donations. Holdings of First World War material related to Tweeddale is still a priority for collecting.

vii. There is a good collection of ethnographic material based on items brought back by local people to Peebles and Innerleithen from Africa, the Far East and the Indian sub-continent.

viii. There are collections of material associated with James Hogg, Mungo Park and George Meikle Kemp. There is also a good collection on the history of St Ronan's Wells. Collecting to add to Tweeddale Museums' small collection relating to john Buchan will be limited in light of the collecting interests of The John Buchan Society Museum, which is located within the same complex as Tweeddale Museum.

J2.3 Human History - Collection Needs

i. Tweeddale District is very rich in prehistoric, Roman and medieval sites and it is important that the collections continue to reflect this.

ii. The history of the trades and industries in this area is poorly represented in the collections. Woollen Textiles from Innerleithen and Walkerburn and the consequent dispersal of collections have made this area of collecting a priority. However, this material is also relevant to collecting on a regional basis carried out by Borders Textile Towerhouse. Accordingly collecting of textiles, associated marketing material and information or minor archive material will be done in liaison with other textile and archive collections including Scottish Borders Archives/The Heritage Hub, and partner organisations collecting in this area including Heriot-Watt University Textile Archive.

iii. Social history in the 20th century and 21st century is modestly covered and efforts will be made to collect in this area as storage space allows.

iv. The role of Peebles as a market town for the surrounding area is modestly represented due to lack of collections on the history of agriculture in Tweeddale and environs. A number of 18th century agricultural improvers were based in this area and would warrant more representation. Due to the significant limitations of space in the Museum stores, no large items or machinery of significant size or weight can be acquired.

J2.4 Natural Sciences - Existing Collections

There is a significant collection of geological material, some good bird specimens and a small collection of insects, butterflies and birds' eggs in the Chambers Institution. As the bird and insect collections are virtually unprovenanced, they can be classed as non-scientific. There are also some items of Victorian "whimsical taxidermy", in particular mounts portraying duelling frogs, a duckbilled platypus and the wings of a flying fish. There are a small number of poor quality specimens of local mammals requiring assessment by specialists to establish their scientific value, if any.

J2.5 Natural Sciences - Collection Needs

i. A collection of taxidermy specimens of the most common local mammals is established in collaboration with the collections held at Hawick Museum.

ii. However, it is not realistic to add significantly to these collections significantly due to lack of suitable storage space, although there may be scope to develop this at St Ronan's Wells Visitor Centre. An exception to this would be collections representing Tweeddale geology linked to mines and quarries in the area which should be better reflected in the collection.

J2.6 Archive Material - Existing Collections

i. The Chambers Institution amassed a good collection of archival material associated with the Burgh. This includes maps and plans of local estates and the archives of a number of prominent local families gifted to the museum.

ii. There is also a photographic archive, including prints, glass negatives and slides. There are some copies of early newspapers and a collection of local books and miscellaneous ephemera. Tweeddale Museum and St Ronan's Wells both have good collections of relevant photographs and documents.

J2.7 Archive Material - Collection Needs
Collecting of minor archives and information should be undertaken in liaison with the Archive Manager/Heritage Hub. There are efforts to expand the existing Tweeddale Museum photographic archive. The responsibility for expanding the major Archive including newspapers lies with the Archive Service.

J2.8 Fine Art, Decorative Art and Applied Art - Existing Collections
In both the Chambers Institute and at St Ronan's Wells there is a small collection of oil, prints and water colour paintings, mostly of local people and local scenes with some wider subject areas by notable artists or printmakers with Tweeddale connections as well as topographical representations of the district. These are mainly, though not exclusively, important for their local significance. In the Chambers Institute there is a collection of prints, drawings and engravings relating to local subjects, and a small collection of ceramics and silver. There is also a small collection of sculpture. The paintings collection of civic and local portraits originally hung in Rosetta Road is currently in storage. The condition of this collection, especially with many damaged or poor frames and several works requiring expensive surface cleaning, limits opportunities for exhibition without significant investment in conservation treatment.

J2.9 Fine Art, Decorative Art and Applied Art - Collection Needs
The Museum collection of local images held in both Innerleithen and Peebles should continue in line with the major collecting areas identified earlier, with the Peebles collection acting as a repository, as resources allow and space permits, for material from throughout the Tweeddale area. In the absence of an adequate fine art store, there must be a presumption against the collection of any further large works on canvas unless another Accredited Museum within SBC Museums Service or partner museum organisation can offer secure and environmentally suitable storage.
See also Hawick Museum – Regional fine art collection.

K2. Jim Clark Museum

K2.1 Existing Collections

The existing collections started with the loan of trophies, awards, personalia, memorabilia and archives to Duns Town Council by the family of the late Jim Clark. Over the years this collection grew as a result of additional loans and a few donations. The original Jim Clark Room contains the collection and loans plus a small collection of photographic material associated with other, more recent racing drivers, usually in the form of personal donations. The Jim Clark room is under development 2018-2019 to create a new and extended Jim Clark Museum

K2.2 Collection needs

Duns area museum and the Jim Clark Museum Trust has traditionally been the main collecting and collection management body and the main repository of loans to the collection of Jim Clark material. The recently established Jim Clark Trust – although working in partnership with Live Borders and SBC, may have ambition to collect and store Jim Clark material independently and to broker loan material in discussion with Live Borders. It would be advantageous for the Duns area museum curatorial staff to continue to collect Jim Clark material to develop a robust collection for the new museum and to supplement current holdings through obtaining loans of important trophies, iconic cars etc., as anticipated to enhance the new museum. Good quality material associated with the life and legacy of Jim Clark is a priority, although it is noted that the cost of purchasing such material may be prohibitive so appropriate loans managed by Live Borders Museums and obtained in liaison with the Jim Clark Trusts, to an agreed policy, may well be a more realistic prospect.

In addition motor sport material having a Berwickshire association will also be collected, as space and funding permits.

L2. Coldstream Museum

L2.1 Existing Collections

The existing collections relate mainly to the social, domestic, working and recreation life of the Coldstream and area from the mid-19th century onwards.

The collections relating to the Coldstream Guards are either on loan from their Regimental Museum or are replica pieces.

L2.2 Collection Needs

The Coldstream Collection needs to be developed in all the areas with the exceptions of non-local fine art and natural sciences.

L2.3 Other collecting issues:

Collecting of Coldstream Guards material which has a direct link to the area is an area of collecting undertaken usually by the Regimental Museum. Where collection of such material was deemed desirable and feasible for SBC collections, there would be full consultation with the Regimental Museum in question.

M2. Duns Museum Office & Store - General Berwickshire area Collecting

M2.1 Existing Collections

i. The existing collections are relatively new and relate mainly to archaeology and the social, domestic, working, trade, sporting and recreation life of Berwickshire from the mid-19th century onwards. The collections have few particular strengths and need to be developed. Material related to John Duns Scotus is not well represented. There is only a minor fine art and sculpture collection due to storage limitations.

ii. Collecting relating to Eyemouth and its environs is generally recognised as the responsibility of Eyemouth Museum but any important material under consideration for acquisition for the SBC Permanent Collection would normally be discussed with the Chairman of Eyemouth Museum Trustees and Honorary Curator, or successor organisation, for approval to acquire for SBC.

M2.2 Collection Needs

i. The collection needs to be developed in most areas of the Collecting Policy with the exceptions of (non local) fine art, large or industrial objects, ethnography and natural sciences.

ii. Particular emphasis should be put on acquiring material relating to Berwickshire and Duns and its position as a county and market town, sports, local traditions, agriculture and the River Tweed.

iii. For fine and applied art collecting relevant to Berwickshire see also Hawick Museum & Scott Gallery – Regional Fine Art Collection

N2. Areas not covered by specific museums

For the towns, villages and rural areas not which do not have their own locality museum, Live Borders Museums staff will continue to collect relevant material within resources and the guidelines and limitations of this policy, as storage space allows.

O2. Acquisition of Material relating to the lives and memories of diverse communities

It is intended that objects and works of art may be collected where they are judged to be of relevance to the settlement experiences, personal history and memories of diverse communities (including, people or communities impacted by emigration, immigration, settlement and migrant working etc.) as linked to the Scottish Borders area. Collections relating to diverse communities will be acquired or recorded in an appropriate respectful manner in consultation with those communities and as resources permit. The Permanent Collections aim to reflect the backgrounds, customs, experiences, life stories, beliefs, aspirations, innovation and creativity of diverse communities across Scottish Borders.

P2. Shared or joint ownership of museum and art collections

As regards collecting on an inter-regional basis or via local partnerships- this will be encouraged where joint collection and ownership of an important work will safeguard it for retention in the East/South/South East of Scotland. Any advantageous shared ownership arrangements relating to acquisitions should be explored with proper consultation and be between Accredited Museums. Typically, this might include arrangements for joint ownership between accredited neighbouring local authority museum organisations, national museum or national gallery bodies, other specialist collections or Accredited independent museums. Written agreements regarding shared ownership, insurance and storage or display arrangements for shared acquisitions should be compiled and the terms and conditions of shared ownership reviewed at least every five years by all parties. Past joint-working activities have included positive benefits in collections development when working with Trimontium Museum Trust on collecting and educational activities. A formal partnership agreement covering this activity in relation to museum development proposals was established in March 2017 between Live Borders and Trimontium Museum Trust.

Q2. Collection of replica objects and material for set dressing or handling boxes

Replicas or duplicates of non-unique historic, archive and cultural material may be collected separately for use in educational handling boxes, for period set dressing and loan boxes where appropriate and where similar material is identified by curatorial staff as being adequately represented in the SBC Museum permanent collections. Any replicas or set dressing will not normally be accessioned into the museums' permanent collections registers but will be held under separate inventories.

A3.0 THEMES AND PRIORITIES FOR FUTURE COLLECTING

Immediate priorities and themes for future collecting are:
First and Second World War material, high quality fine art, applied art, sculpture and contemporary prints, garments and material relating to the Borders textile and hosiery industries, archaeological material related to the Scottish Borders area (excluding large assemblages and human remains due to storage restrictions), social history and town trade material especially pre 1800, contemporary and historic costume, textile and hosiery items, material relating to the racing careers of Jim Clark, Jimmie Guthrie and Steve Hislop, personalia and documents related to Sir Walter Scott including his legal career relevant to Selkirkshire, Jedburgh and the Old Courtroom in Selkirk, and items relating to Scott and the wider literary heritage of the Borders- including notable literary figures from the contemporaries of Sir Walter Scott to present day.

Secondary priorities and themes for future collecting include:
photographs (including examples of contemporary fine art photography by leading photographers), items relating to crime & punishment and law & order, natural science material (for Hawick, Harestanes and St Ronan's Wells collections only), personalia relating to Mary Queen of Scots, militaria and regimental material specifically relevant to the Scottish Borders area, topographical and pictorial representations, objects to facilitate dementia care resources in museums and museums handling box development, minor archives including branding and marketing material, archaeological records and printed ephemera.

A4.0 THEMES AND PRIORITIES FOR RATIONALISATION AND DISPOSAL

There are no particular priorities for rationalisation and disposal other than duplicate items of low significance and material in heavily damaged or very poor condition, where high costs of conservation outweighs the importance of the object. In future, where disposal or rationalisation is recommended by the Museums & Galleries Manager, the Council and Live Borders will follow The Museum Association's "Toolkit Guidelines on Acquisitions and Disposals" and Code of Ethics and accordingly, will not undertake disposal of collections motivated principally by financial reasons. Should priorities for disposal, motivated by curatorial reasons, emerge in future; Museums staff will follow disposal procedures outlined in this Policy with disposal by either gift or exchange, and the method of disposal will be in line with good practice as specified in this Policy. The proceeds of any future disposals will be re-invested in the conservation, care and development of the Museum and Art Collections.

Large archaeological assemblages and human remains will not be collected within the lifespan of this Policy, due to lack of museum storage space for taking large boxed deposits of assemblages and the lack of facilities for safe handling and storage of archaeological human remains in museum stores.

With the exception of a few collecting areas indicated above in section A4.0 (or where collecting is limited due to space restrictions as indicated in Appendix A Section 2), there is at present no particular requirement for disposal from our Museum and Gallery collections. Disposal is not a priority for this policy period and disposals will only be undertaken for legal, ethical, health & safety or care & conservation reasons including: damage beyond repair, spoliation/return of war loot, radiation, infestation or repatriation. Where further collecting is not advised due to lack of space or resources within specific categories of museum and gallery collections, or where collecting has been assessed as a very low priority, this is stated in this Appendix, under the *"collection needs"* section as outlined for each area group and/or individual museum or individual collection.

This Museums Collection Development Policy was reviewed and adopted by Scottish Borders Council on13 February 2018.

This Policy will be checked by Live Borders Museums & Galleries on an annual basis and assessed for updates required,

This Museums' Collection Development Policy is due for review by 2023.

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