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EXECUTIVE COMMITTEE TUESDAY, 19 JUNE 2018

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 19 JUNE 2018 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

12 June 2018

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
	EDUCATION BUSINESS	
4.	Consultation on Inclusion Strategy and Policy (Pages 5 - 60) Consider report by Service Director Children and Young people. (Copy attached.)	10 mins
	OTHER BUSINESS	
5.	Minute (Pages 61 - 64) Minute of Meeting held on 5 June 2018 to be approved and signed by the Chairman. (Copy attached.)	2 mins
6.	Corporate Performance Report 2017/18 Annual Summary (and data for Quarter 4) (Pages 65 - 138) Consider report by Chief Executive. (Copy attached.)	20 mins
7.	Corporate Transformation Progress Report (Pages 139 - 158) Consider report by Service Director Human Resources. (Copy attached.)	30 mins
8.	2017/18 Unaudited Revenue Outturn (Pages 159 - 190) Consider report by Chief Financial Officer. (Copy attached.)	10 mins
9.	Balances at 31 March 2018 (Pages 191 - 200)	10 mins

	Consider report by Chief Financial Officer. (Copy attached.)	
10.	Capital Financial Plan 2017/18 - Final Unaudited Outturn (Pages 201 - 234) Consider report by Chief Financial Officer. (Copy attached.)	10 mins
11.	Corporate Debts - Write Offs in 2017/18 (Pages 235 - 240) Consider report by Chief Financial Officer. (Copy attached.)	20 mins
12.	Strategic Housing Investment Plan Progress For 2017-18 (Pages 241 - 248) Consider report by Service Director Regulatory Services. (Copy attached.)	10 mins
13.	Regeneration of Galashiels - Great Tapestry of Scotland Visitor Centre - Project Update (Pages 249 - 256) Consider Report by Executive Director. (Copy attached.)	10 mins
14.	The Monitoring & Regulation of Private Water Supplies in the Scottish Borders 2018-2022 (Pages 257 - 274) Consider report by Service Director Regulatory. (Copy attached.)	15 mins
15.	Community Grant Scheme - Generic Budget 2018/19 Consider reports by Service Director Customer & Communities as follows:-	
	(a) First Light Trust (Pages 275 - 280) Consider further information by Communities & Partnership Manager. (previous report attached for reference)	5 mins
	(b) Borders Youth Theatre (Pages 281 - 284) Consider application for funding from the Community Grant Scheme (CGS) Generic Budget	5 mins
16.	Any Other Items Previously Circulated	
17.	Any Other Items which the Chairman Decides are Urgent	
18.	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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act”	
19.	Minute (Pages 285 - 286) Consider Private Minute of 5 June 2018. (Copy attached.)	5 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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CONSULTATION ON INCLUSION STRATEGY AND POLICY

Report by Service Director Children & Young People EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

1.1 The following National Legislation and Guidance have recently been published which outline the vision and underlying principles of inclusion:

- **Included, Engaged, and Involved (Part 2) A Positive Approach to Preventing and Managing School Exclusions (2017)**
- **Better Relationships, Better Learning, Better Behaviour (2013)**
- **Children and Young People (Scotland) Act (2014)**
- **National Improvement Framework (2016)**
- **Getting it Right for Looked After Children and Young People Strategy (2015 – 2020)**

Scottish Borders Council's Inclusion Strategy(Appendix 1) and Inclusion Policy(Appendix 2) for learning settings aim to reflect this guidance and provide a clear strategic direction for schools and early years settings.

1.2 Scottish Borders Council has a clear commitment to ensuring children and young people are 'in our sight, in our minds, in our actions and are being heard' as part of the Council's vision to raise attainment and achievement for all learners whilst ensuring full participation and inclusion. The Inclusion Strategy and Policy provide the Council with the opportunity to build on the developing inclusive culture in learning establishments and to seek to ensure we build an inclusive education system.

1.3 The Council is fully committed to involving all stakeholders in policy and strategic developments. The draft documents contained within this report i.e. the Inclusion Strategy and Policy (Appendix 1 and Appendix 2) will go out to consultation for a period of time and extensive engagement will take place to ensure this commitment is fully realised. The policy will then be brought back to the Executive in December 2018 with stakeholders' views reported upon and incorporated within the strategy and policy as appropriate.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Agree an initial consultation period for the Inclusion Strategy and Inclusion Policy commencing August 2018 to October 2018.**
- (b) Agree that the final draft of the Inclusion Strategy and Inclusion Policy are brought back to the Executive in December 2018 for approval.**

3 BACKGROUND

- 3.1 Scottish Borders Council has a persistent focus on improving inclusive practice across learning settings. This can be evidenced over the last two years by the following:
- a) 31% reduction in pupils in external placements (72 down to 50)
 - b) A review of home education with a view to reduce the number of pupils being educated solely at home and an increase in more flexible learning options
 - c) A significant reduction of instances of exclusion in all schools
 - d) Development of an Inclusion and Wellbeing Service including the appointment of a Head Teacher
- 3.2 There has been a significant investment in terms of infrastructure, capacity and culture to improve inclusive practice across learning settings. This has been evidenced by extensive capital investment in improving learning settings for children with additional support needs: the opening of the new Leader Valley School, the new Langlee Support Centre, the new primary Support Centre in the new Duns Primary School and a refurbished and upgraded Galashiels Secondary Support Centre. There is also a commitment to a fully inclusive learning journey for pupils with additional support needs from 2 years into adulthood in the new Jedburgh intergenerational learning campus.
- 3.3 This strategy and policy aims to provide a framework which supports Scottish Borders Council to implement the national guidance and legislation for inclusion in educational settings whilst building upon the inclusive practice that has been a focus for development in recent years. Both documents continue from the previous work to further develop and embed inclusion in Scottish Borders Council's learning settings.

4 CONSULTATION PROCESS

- 4.1 The Council propose to consult a range of stakeholders in order to ensure that the following aspects of the Inclusion Strategy and Policy are reliable, relevant and valid. The aspects for consultation are:
- a) The guiding principles within the Inclusion Strategy
 - b) The success criteria (indicators) for practice standards in the Inclusion Strategy and possible target setting approaches
 - c) A 3 year training programme for all staff to support inclusion
 - d) All key elements within the Inclusion Policy except those covered by statute and national legislation
- 4.2 The key stakeholders for this consultation will be: children and young people, parents and carers, allied health professionals, third sector, key partners and Council staff.

- 4.3 The methods of consultation will include:
- a) Online surveys
 - b) Attendance at parent groups eg Meeting of Minds and BANG
 - c) 1-2-1 meetings with individual parents
 - d) Wider partnership forums (e.g. allied health professionals, learning communities)
 - e) School based events (specific for pupils)
 - f) Engagement with head teachers, teachers and wider staff

5 CONCLUSION

- 5.1 The consultation on the Inclusion Strategy and Inclusion Policy will take place between August and October 2018.

The final Inclusion Strategy and Policy will be presented to the Executive Committee in December 2018. These will have been amended and developed based on the information gathered during consultation.

This strategy will be supported by a range of guidance and resources which will further enhance the educational experience of young people in Council learning settings. The Council's approach will ensure that all young people living in Scottish Borders experience an inclusive education. The Council will work together to ensure that all children and young people develop a sense of self-worth, a sense of belonging and a self-confidence to achieve.

6 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

The Council must consider new national documentation and ensure that Council policy and guidance takes account of all national advice, guidance and statute. The officers have worked with a group of partners to produce a draft Inclusion Strategy and Policy which will now be fully consulted upon before it is finalised. The consultation process will provide an opportunity to fully assess and mitigate any potential risks to practice.

6.3 Equalities

- (a) An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.
- (b) It is anticipated that there are no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals in this report.

6.4 Acting Sustainably

There are no significant impacts on the economy, community or environment arising from the proposals contained in this report.

6.5 Carbon Management

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

6.6 Rural Proofing

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

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

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

Approved by

Donna Manson

Service Director Children & Young People

Signature

Author(s)

Name	Designation and Contact Number
Christian Robertson	Senior Lead Officer, Education

Background Papers:

Scottish Government papers:

Included, Engaged and Involved (Part 2) –A Positive Approach to preventing and Managing School Exclusions (2017),

Better Relationships, Better Learning, Better Behaviour (2013)

Children and Young People (Scotland) Act (2014)

National Improvement Framework (2016)

Getting it Right for Looked after Children and Young People Strategy (2015-2020)

Previous Minute Reference: N/A

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

Contact us at: Donna Manson, Donna.Manson@scotborders.gcsx.gov.uk , 01835 826742

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Scottish Borders Council Inclusion Strategy 2018

The purpose of this strategy is to promote and develop an inclusive culture and practice in all learning establishments within Scottish Borders Council.

Scottish Borders Council's Children and Young People's Directorate has a strong vision for all young people – *In Our Sight, In Our Minds, In Our Actions and Being Heard*. This is set within the ambition to raise the attainment and achievement of Children and Young People whilst ensuring full participation and inclusion.

Context and background

Recent National Guidance has been published which provides a strong legislative framework for promoting inclusive practice in Scottish Schools.

Scottish Borders Council is committed to providing an education service which has a relentless focus on Inclusion, Achievement, Ambition and progress for all. Over the last two years there has been a significant drive to create a culture and ethos of inclusion in Scottish Borders. This strategy provides a framework to build upon this developing culture and to ensure the best possible outcomes for children and young people.

This strategy provides an overarching framework for the wider Inclusion agenda. Consultation will focus on which other strategies need to be developed to support the Inclusion Strategy eg Participation and Partnerships.

Guiding Principles of the Inclusion Strategy

UNIVERSAL

1. Positive relationships will be experienced by pupils and staff in all learning establishments.
2. All staff understands that all behaviours are a form of communication and respond appropriately.
3. Ensure schools deliver inclusive practice through effective learning and teaching and maintain positive learning environments for all children and young people.
4. Support the development of positive relationships in schools by identifying core professional learning and development for staff which is evidence based.
5. Ensure compliance with legislation and National and Local Guidance.
6. Realise the wellbeing of our children and young people through recognising their rights and hearing their voice.
7. Value and celebrate equality and diversity within our learning establishments.

TARGETED

8. Provide targeted support in schools and local communities to meet the needs of our most vulnerable children, young people and families.

9. Ensure that learners affected by poverty are supported to attain and achieve their full potential.
10. Develop a professional learning and development strategy to support targeted approaches.
11. Provide guidance to ensure that exclusion is rarely used and used by schools to support and re-establish or engage the learner

Principles of Practice

The Inclusion strategy will be a key driver in the Council's Education Improvement Plan and be included in all Learning Community and School level Improvement Plans.

- Learning Community 'Inclusion Champions' will support the implementation of the Inclusion Strategy.
- A staged support model of support for inclusion and ASN will be established.
- GTCS standards for Professional Values and Personal Commitment will be used as a benchmarking tool in schools
- We will design and develop a clear planned approach to professional learning on inclusive practice and support schools in order to develop an inclusive practice in all our learning establishments.
- We will work with Learning Establishments to ensure active engagement with statutory duties and codes of practice.
- Learning communities/schools will review/update their Behaviour (Relationship) Policies on a regular basis
- Celebration of diversity will be achieved through the implementation of highly effective practice as identified in How Good Is Our School quality indicator, 3.1 'Ensuring Wellbeing, Equality and Inclusion'.
- Clear links will be made between the SBC Inclusion Policy and the UNCRC in Learning Establishments.
- There will be an overhaul of curriculum design and development (ASN and secondary) – establishing a clear vision and rationale for the curriculum .The structure of the curriculum will provide equity of opportunity to maximise the successes and achievements of all learners. The curriculum will be regularly reviewed.
- Review and update the Council's Attendance Policy in line with Included, Engaged Involved 1.
- Schools will include plans for the Scottish Attainment Challenge fund and/or the Pupil Equity Fund within their improvement plans.
- Partnerships with parents/carers, allied health professionals and the third sector will be a focus for development to ensure effective implementation of the strategy.

Milestones

All Learning Establishments will be familiar with the Council's Inclusion Policy by **December 2018**

A 3 year programme will be established for Professional Learning Plan for training in inclusive practice by **August 2018**

The curriculum offer is expanded for all students by **May 2019**

Secondary curriculum rationales detail clearly how the school will meet the needs of all pupils by **June 2019**.

Professional learning on inclusive practice is undertaken by staff in all Learning Establishments by **August 2020**

Develop links between the Council's Equality and Diversity Policy to be used in conjunction with the Council's Inclusion policy by **August 2018**

All schools will have a behaviour (Relationship) policy in line with National expectations by **June 2019**

Success Criteria (measures to be consulted on with stakeholders)

A suite of measures will be discussed with stakeholders as part of the consultation process .Based upon feedback targets will then be set in the following areas:

Reduced exclusions – at risk group (repeat exclusions)

Increased attainment/achievement at all levels

Increased attendance

Curriculum design and flexible learning pathways at different levels which lead to raising attainment through meeting the needs and aspirations of all learners

Increase in levels of participation for children and young people using the 4 arenas from Education Scotland's resource

Evaluation of professional learning on inclusive strategies and the impact on organisational change

School improvement reports identifying positive qualitative feedback on inclusive practice

The Council's Inclusion Policy used in conjunction with the Equality and Diversity Policy

Using the National Improvement Framework data to demonstrate the closing of the poverty related attainment gap at school and authority level.

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CHILDREN AND YOUNG PEOPLE'S DEPARTMENT

DRAFT INCLUSION POLICY 2018

**ENSURING WELLBEING, EQUALITY AND INCLUSION IN LEARNING
ESTABLISHMENTS**

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**ENSURING WELLBEING, EQUALITY AND
INCLUSION IN LEARNING ESTABLISHMENTS**

1 BACKGROUND

- 1.1 This policy provides vision and guidance for all educational establishments in promoting good relationships and positive behaviour across whole school communities which are fundamental to Getting It Right For Every Child (GIRFEC) and the successful delivery of the Curriculum for Excellence.
- 1.2 Scottish Borders Council is committed to providing the best education service in Scotland through a relentless focus on Inclusion, Achievement, Ambition and Progress for All. We strive for all learners to be included, engaged and involved in their education in order for them to achieve the best possible outcomes and reach their full potential. We are committed to a vision of inclusive schools where effective positive relationships are embedded.
- 1.3 Scottish Borders Council has a clear commitment to ensuring children and young people are: 'In our sights, in our minds and in our actions', ensuring a safe positive and inclusive environment. Children's wellbeing benefits from having a strong sense of belonging within their school community. This requires school communities which nurture connected relationships and provide opportunity for pupil self-expression. Self-esteem develops when children and young people feel valued in their relationships with others and are also aware of their own competencies. It is within a community where all are respected and valued, that children and young people learn about the impact of their actions on others. School communities provide an important context for adults to model respectful relationships through the ways in which they interact with learners and with each other.
- 1.4 Wellbeing does not simply describe a child or young person's economic status, health or educational attainment. It is about their inclusion in the school and wider community, their achievements and whether their views and voices are heard and respected. Wellbeing captures the range of experiences which children and young people should have in a society which values them and respects their rights.
- 1.5 Children and young people learn and grow best in settings in which they feel happy, confident and safe. When children and young people are nurtured, guided and encouraged, they learn to behave appropriately in a variety of social and educational settings and develop positive relationships. They achieve healthy emotional growth, acquire social understanding and learn the necessary social and inter-personal skills that will enable them to succeed.
- 1.6 As children develop, their relationships with peers and teachers are important to their learning and wellbeing. These relationships can be protective during times of transition or difficulty. The Scottish Borders Respectful Relationship policy defines a respectful relationship as one "based upon mutual trust, honesty, kindness, consideration and fairness, bringing out the best in those involved".

- 1.7 Relationships, learning and behaviour are entwined and should not be considered in isolation. Nurturing relationships are fundamental to the learning and emotional development of all children and young people. It is within safe and secure relationships that children learn to regulate their emotions and actively explore the environment. Discipline, in terms of establishing safe and consistent boundaries for children and young people to create optimum conditions for learning and teaching, is not a separate issue but integral to the operation of the whole school and to effective teaching. Effective schools and settings depend on supportive relationships and clear expectations for all in the school community.

2 NATIONAL AND LEGISLATIVE CONTEXT

- 2.1 The legislative and policy landscape includes, but is not limited to, the following:
- 2.2 The *Standards in Scotland's Schools etc. (Scotland) Act 2000* requires education authorities to provide education for all learners in mainstream schools, except under certain circumstances. In addition, it places a new duty: to secure that the education is directed to the development of the personality, talents and mental and physical abilities of the child or young person to their fullest potential and to involve them in decisions, which will affect them significantly.
- 2.3 The *Education (Disability Strategies and Pupil Records (Scotland) Act 2002* Schools must make reasonable adjustments for the needs of disabled children and schools must not discriminate against disabled children. The Education Authority must prepare and implement an accessibility strategy to increase the access of its disabled pupils to the curriculum, extra-curricular activities, to school buildings and to information.
- 2.4 The *Education (Additional Support for Learning) (Scotland) Act 2004* (and subsequent amendments in 2009 and 2018) outlines the concept of Additional Support Needs and the functions and duties that are placed on education authorities to identify and support those needs.
- 2.5 *Supporting Children's Learning: Code of Practice (third edition) 2017* which explains the duties on Education Authorities and other agencies to support children and young people's learning. It provides guidance on the ASL Act's provisions as well as on the supporting framework of secondary legislation.
- 2.6 The *Equality Act (2010)* simplified and strengthened previous protections for children and young people with 'protected characteristics' (e.g. age, race, disability and sexual orientation) from discrimination. This strengthened inclusion in education, including school trips and activities, for all children and young people regardless of their additional support needs or disability.
- 2.7 The *Curriculum for Excellence* aims to provide a coherent, more flexible curriculum for all children and young people aged 3-18 years. The curriculum comprises the totality of experiences which are planned for children and young people wherever they are being educated. Entitlement includes: a coherent curriculum from 3-18 years; a broad general education until S3; a senior phase after S3 and personal support to enable them to gain as much as possible from the curriculum and support in moving into a positive and sustained destination beyond school.
- 2.8 The *Children and Young People Act (2014)* has wide reaching powers to promote the Scottish Government's aims to encourage effective and targeted services for children and families as well as the promotion of children's rights. Through the GIRFEC National Practice Model, the Act promotes cross-boundary models of service delivery to make best use of expertise and resources in an integrated way with the wellbeing of children and young people being paramount. The wellbeing indicators (safe, healthy, achieving, nurtured, active, respected, responsible and included) ensures that a holistic approach is taken to ensure the wellbeing of all children and young people. The Act also introduced increased provision of early learning and

childcare and a range of corporate parenting responsibilities to promote the wellbeing of children and young people in care.

- 2.9 *The National Improvement Framework for Scottish Education* sets out the Scottish Government's vision and priorities for our children's progress in learning. The Framework, part of *the Education (Scotland) Act 2016*, is key in driving work to continually improve Scottish education and close the attainment gap, delivering both excellence and equity.
- 2.10 *Included, Engaged and Involved Part 2: A Positive Approach to Preventing and Managing School Exclusions (2017)* provides guidance on approaches that can be used to prevent the need for exclusion, ensuring all children and young people are Included, Engaged and Involved in their education and summaries the legislative duties placed on Local Authorities regarding exclusion from school.
- 2.11 Taken together these frameworks require Education Authorities to consider a wide range of issues facing children and young people and put in place processes and support to:
- Identify and provide support to allow children and young people to overcome any barriers to learning and reach their full potential;
 - Prevent discrimination of pupils with disabilities/ protected characteristics and provide reasonable adjustments to ensue equality of opportunity in learning;
 - Plan for accessibility of the curriculum, school information and physical access;
 - Consider the wellbeing of children and young people.

3 KEY PRINCIPLES

- 3.1 In response to the policy context and the priorities of National and Local Government. this policy is based on the following key principles:
- All children and young people have a right to education; and Scottish Borders Council has a duty to provide this education;
 - A consistent and well maintained commitment to a whole school ethos of prevention, early intervention and support as the context for the promotion of positive relationships, learning and behaviour;
 - All children and young people need to be included, engaged and involved in their learning;
 - Everyone in a school or learning establishment should feel they are in a safe and nurturing environment;
 - Ensure early identification and assessment of any barriers to learning and the development of positive relationships and prompt and proportionate support to overcome these.
 - All children and young people have the right to get the support they need to benefit fully from their education and fulfil their potential;
 - Exclusion should be the last resort; it should be for as short a time as possible, and always have a positive, purposeful intention for the learning and wellbeing of the child or young person;
 - Exclusion should not be viewed as punitive;

- Where exclusion is used, it should be as a proportionate response where there is no appropriate alternative and the wellbeing of the children and young people should be a key consideration;
- The time during and after the exclusion period should be used constructively to resolve the situation and ensure positive and appropriate support is in place – restorative practice is to be encouraged;
- At all times a commitment to the United Nations Convention on the Rights of the Child should be demonstrated and developed.

4. SCHOOL CULTURE, ETHOS AND VALUES

- 4.1 The promotion of positive relationships through whole school culture, ethos and values, is fundamental to raising attainment and improving behaviour.
- 4.2 Schools that promote positive relationships across the classroom, playground and wider school community have an ethos and culture that is essential for creating the right environment for effective learning, health and wellbeing. Children and young people are more likely to develop self-confidence, resilience and positive views about themselves where open and respectful relationships exist between adults and other children and young people.
- 4.3 The starting point for promoting positive relationships and behaviour is the provision of a coherent and inclusive curriculum, effective learning and teaching and a whole school ethos based on positive relationships and a whole school commitment to inclusion. This should be central to the vision and values in all schools and be demonstrated through planning and school improvement over time. It is the responsibility of all staff to contribute to this within their setting and role.

A review by Public Health England on the correlation between wellbeing and attainment (2014) found the following factors:

1. Learners with better health and wellbeing are likely to achieve better academically.
2. Effective social and emotional competencies are associated with greater health and wellbeing, and better achievement.
3. The culture, ethos and environment of a school influences the health and wellbeing of learners and their readiness to learn.

- 4.4 The Children and Young People Act (2014) places the wellbeing of children and young people at the heart of the work of the school and ensures that support, when required is appropriate, proportionate and timely. Scottish Borders Council's Child's Planning Framework is the way in which agencies and establishments should take this approach forward. It provides a fundamental way of working through assessment, planning, intervention and evaluation to achieve the best possible outcomes for our children and young people.
- 4.5 Scottish Borders' ambition for an inclusive ethos and practice across all its learning establishments is firmly rooted in everyone's contribution being valued and everyone's voice being heard. Our drive to develop schools with a positive ethos is aligned with our drive to raise attainment. The two are inextricably linked. In building a more positive school ethos we will expect Scottish Borders schools to have higher expectations of themselves and their learners; build on current success in attainment and enable greater levels of achievement. As a result, our schools will see higher levels of engagement, and lower levels of exclusion and disruptive behaviour.

5 INVOLVING PARENTS/CARERS AND LEARNERS

- 5.1 Parents are members of the school community and their participation is encouraged, welcomed and valued. Schools and settings should ensure parents and carers feel welcomed by the school and encouraged to participate in their children's learning and school experience.
- 5.2 All learning settings should seek to build a culture of inclusion and develop positive relationships and behaviour by effectively implementing strategies which are aligned with the values and principles of this policy. In particular schools should seek to use strategies that engage the involvement and participation of learners, parents, and staff in their design, development, and implementation.
- 5.3 The Respectful Relationships policy describes the approach of learners and parents developing a shared Contract for Respectful Learning within schools/classes and other learning groups. With this approach, boundaries are mutually agreed within the context of the whole school community.

6 STRATEGIES FOR POSITIVE RELATIONSHIPS

- 6.1 The Scottish Government have invested significantly in a wide range of evidence based approaches that focus on improving positive relationships and behaviour. These include the development of whole school solution oriented approaches, restorative approaches and nurture approaches; and programmes aimed to develop social, emotional and behavioural skills.
- 6.2 In addition to these approaches and programmes, under Curriculum for Excellence, all learners are entitled to experience a broad general education where the development of Health and Wellbeing is the responsibility of all staff. Learning through the Health and Wellbeing curriculum ensures that pupils develop the knowledge and understanding, skills, capabilities and attributes they need for mental, emotional, social and physical wellbeing now and in the future.

- 6.3 It is expected that all schools in Scottish Borders will, through their improvement planning and work with partners, recognise these approaches and ensure that all learners experience an ethos and curriculum which meets their needs to allow them to achieve the best possible outcomes and fulfil their potential.
- 6.4 The United Nations Convention on the Rights of the Child (UNCRC) is a comprehensive and internationally binding agreement on the rights of children. It is based on equality, dignity, respect, non-discrimination and participation. <https://beta.gov.scot/publications/un-convention-rights-child-guide-children-young-people/>
- 6.5 A rights respecting school is an environment where children's rights are taught, observed, respected, protected and promoted. Our ambition is to ensure that every child and young person in our learning communities experiences this.
- 6.6 All children and young people in Scottish Borders are required to learn about the UNCRC and the overarching set of values which should bring change to the whole school character and atmosphere improving the climate for learning;
- Positive relationships between learners and staff reducing the hierarchical divide due to the rights respecting language;
 - Learners' self-esteem and feelings of being valued improve;
 - Increased levels of respect for each other with a better understanding of religions, cultures and abilities which are different to their own;
 - Improved attainment, attendance and a reduction on exclusions;
 - The school develops a rights respecting ethos and children are empowered to become active citizens and learners;
 - It strengthens a consultative approach and a platform for better parental engagement and discussion as well as collaborative working;
 - A feeling of empowerment for both adults and learners.

7 ACCESSING ADDITIONAL SUPPORT

- 7.1 Whilst it is acknowledged that the majority of children and young people flourish within the learning environments created through the strategies and approaches outlined above, there are times when some children and young people require additional planning and support to meet their needs. Scottish Borders Council operates a staged approach to providing support in addition to the whole school strategies detailed above.
- 7.2 The staged model of support is used to identify and assess the needs of all learners. The information gained is then used to inform inclusive teaching and learning and to embed a consistent, planned and co-ordinated approach across all educational establishments. It also assists with early identification, assessment and provision of support in order to help all learners. Scottish Borders Council uses the staged model of support to assess **all** the needs of the child including their educational needs.

Stage 1: Universal Support

Children and Young People's needs are met within the classroom by the class teacher

Stage 2: Universal Plus Support

Additional planning is required to fully meet the needs of children and young people. The co-ordination of this support may be facilitated through child's planning meetings as appropriate.

Level 3: Targeted Support

The child/young person's additional support needs require input from two or more agencies, and/or different parts of an agency, co-ordination is required. This is achieved through the child's planning meeting process.

Level 4: Specialised Support

Children and young people are accessing a special school/base either full or part time.

- 7.3 The staged model of support should be used to assist in more detailed planning and the provision of additional support when increasing levels of need are identified. Where appropriate, the Risk Assessment process should be considered at this level of planning. In all circumstances, the National Practice Model should be used to support the child's planning process.
- 7.4 All school should adopt non reactionary strategies to pre-empt potentially disruptive situations. The use of proactive methods will keep interactions positive, raise pupils' self-esteem and promote inclusion. For fuller details on this approach – see appendix 2.

Partnership with Parents/Carers and Children/Young People

- 7.5 Schools should take proactive steps to involve parents and carers in all planning and decision making which affects their child or young person. Children and young people too should be encouraged to take responsibility for their learning and wellbeing, and should be given the opportunity to be involved in their own planning and decision making in a way that is appropriate for their age and stage of development.

Partnership with Other Professionals

- 7.6 In Scottish Borders Council Education Services, It is recognised that the Service needs to work collaboratively with partner agencies to ensure that the wellbeing needs of all children and young people are fully met and that the child / young person is at the centre of the planning process. Within Scottish Borders, there are a range of services available to schools to further support the promotion of positive relationships.

Use of Build Up Timetables

- 7.7 Children and young people have a right to be provided with a school education and this right is enshrined in the Standards in Scotland's Schools Act, 2000. It should also be recognised that pupils are to be educated in accordance with the wishes of their parents, (Education (Scotland) Act 1980). Therefore no part-time arrangement can be considered if it is against the wishes of the pupil's parents or carers. Appendix 1 outlines the circumstances in which schools may consider the use of part-time timetables for pupils.

8 ANTI BULLYING/VIOLENCE AND AGGRESSION

- 8.1 The National Approach to Anti-Bullying for Scotland's Children and Young People is outlined in the Scottish Government's published report "Respect For All" 2017. This framework builds on the positive work which has already taken place in Scotland to address bullying. It provides a holistic framework for all adults working with children and young people to address all aspects of bullying, including prejudice-based bullying. Respect for All reflects Getting it Right for Every Child and recognises that bullying impacts on wellbeing. In order to thrive and achieve their full potential, children and young people need learning environments which are safe, nurturing, respectful and free from fear, abuse and discrimination. Scottish Borders Council Education Services adopts the "Respect For All" framework for implementation across all schools.

The Framework can be found using the following link <http://www.gov.scot/Publications/2017/11/6766>.

- 8.2 It is envisaged that the effective implementation of the Staged Model of Support will lead to positive, inclusive environments and the engagement of children and young people in their learning. It is acknowledged that in some circumstances, situations occur that escalate to include physically challenging behaviour.
- 8.3 Schools should address physically challenging behaviour in the context of a school statement for positive relationships that emphasises positive approaches, success in learning, achievement and the prevention of difficulties.
- 8.4 Education Services has a duty of care for the health and safety of all of its staff, children and young people.
- 8.5 The use of force against another person constitutes an assault. However the law recognises certain justifications for its use. In the context of services for young people, the sole justification for the use of force relates to circumstances in which:
- the young person is or is about to present a danger to themselves
 - the young person is or is about to present a danger to other people
 - the young person is doing or is about to do significant damage to property including her/his own (this can also present a direct danger to her/himself or others, or serious risk to property if s/he does so).
- 8.6 It is recognised that crisis situations are often not clear-cut and it is difficult to specify the exact
- 8.7 Circumstances in which force is justified pro-actively. The law operates with hindsight generally on the basis of precedent and will examine each case on its merits. There are, however, clear cut situations where physical intervention is required e.g.:
- when a child is engaging in self-mutilation or
 - endangering themselves or others or
 - where an attempt to abscond would result in an unacceptable level of risk
- 8.8 Assessment of risk must take account of the age, vulnerabilities and circumstances of the individual pupil.
- 8.9 The use of physical interventions must always be viewed as a last resort. It is only acceptable to physically intervene where the member of staff reasonably believes that if they do not physically intervene, the child or young person's actions are likely to cause physical damage or harm to that pupil or to another person. Whilst the law generally allows force to be used to prevent damage to property, it is likely to expect a lesser degree of force to be employed than in the prevention of personal injury. Therefore force should not be used to prevent damage to property unless there is a strong probability of injury to an involved party arising out of the damage to property.
- 8.10 The use of force must only be employed as a last resort using the principal of least restrictive intervention. Physical intervention should be an act of care. Its actual or threatened use must never be employed to coerce or force compliance with staff instructions, unless non-compliance would result in injury.
- 8.11 Staff generally have a right to defend themselves when attacked. The law also allows the use of force as a response to attack on a third party. However, the degree of force used must be minimum and reasonable. Even where force is used in response to the first use of violence, there is a requirement in law that staff should cease acting in self-defence, at the first available opportunity. When seeking to prevent a crime or injury to self or others, physical intervention is likely to be deemed justifiable if it is aimed at preventing a greater and more significant harm. Staff should always assess the risks of intervention against the consequences of non-

intervention.

- 8.12 In summary, in all situations where there is a potential for violence, staff must make an assessment of the situation and decide whether or not physical intervention is required. Non-intervention is acceptable as long as it has been a reasoned decision. Scottish Borders Education Services expects and supports the highest professional standards and behaviour from all staff in the implementation of this policy.

9 SECLUSION

- 9.1 Seclusion of a child or young person within a separate space is a form of physical intervention and should only be used as a **last** resort to ensure the safety of a child or young person, or others.
- 9.2 Any separation of a child or young person must be in a place that is safe and that does not cause any additional distress to the child or young person. The use of this form of physical intervention should be included in an agreed plan for the individual. Where seclusion is used:
- it must be in a place that is safe;
 - it should be managed under supervision;
 - it should take into account the additional support needs of the child or young person;
 - it should be time limited.

10. MANAGING INCIDENTS INVOLVING WEAPONS

- 10.1 Where school staff suspect that a child or young person is in possession of a weapon, such as a knife, in school, this should, without delay, be referred to the headteacher, or in their absence the member of staff deputising. Staff should not directly challenge the child or young person.
- 10.2 Schools should ensure that training and support on de-escalation is planned for and/or provided for all school staff. This mandatory training is accessed through Education Services' Career Long Professional Learning programme. This will include how to respond to situations where a child or young person may be suspected of having a weapon. When considering the most appropriate way to deal with a situation where school staff suspect a child or young persons is in possession of a weapon, consideration must be given to the safety of the child or young person and all others within the school. It may be evident from the circumstances that there is a need to call the police to attend. Prior training in risk assessment for such situations should be undertaken within all schools.
- 10.3 A member of school staff, in the presence of another member of senior staff, where possible, may – if they believe it is safe to do so – ask the child or young person to disclose and display the contents of pockets or bags, to ascertain if there is a weapon. If the child or young person will not co- operate by displaying their belongings, then the child or young person should be asked to remain where they are and the police should be called immediately.
- 10.4 Any incident where a decision is made to undertake a search of a child or young person and/or where a weapon is suspected or found, must be recorded in both the pupil's file in SEEMIS and the council's LEXI system. Risk assessment procedures should also be followed in these circumstances in line with council policy.
- 10.5 This information will be used to ensure Scottish Borders Council can monitor processes for weapons within their existing systems to ensure that they have accurate evidence, which is monitored and reviewed to help identify emerging issues and support early action including the identification of any professional learning needs.
- 10.6 Schools will consider, as part of their health and wellbeing curriculum, how children and young

people can be supported to develop safe and responsible attitudes, including understanding the risks and dangers that can arise from carrying a weapon and by being encouraged to speak with an adult if they suspect that someone has a weapon.

10.7 For circumstances in which staff are responding to a knife or other offensive weapons incident within school, it is expected that in each and every incident the school will report this to police via the following appropriate channels:

- Utilising the 999 emergency call service in the event of an ongoing emergency
- Utilising the police non-emergency number 101 if there is no immediate danger
- Reporting to a Locality Integration Officer (LIO) if such an individual is on site and this is deemed more expedient or appropriate than either of the above two methods.

These 3 methods are highlighted in order to clarify that it is up to the professional judgement of the Headteacher to identify the seriousness of the incident and therefore utilise the most appropriate method of reporting accordingly.

11 MANAGING SCHOOL EXCLUSIONS

11.1 Impact of Exclusions

11.1.1 Understanding the impact that school exclusions can have on children and young people, is an important aspect of informed decision making.

Exclusions are particularly prevalent among children and young people who are:

- Looked After Children
- From areas of deprivation
- Registered as having a disability
- Recognised as having an Additional Support Need (particularly social, emotional and/or behavioural)

11.1.2 In Scotland, it is estimated that the exclusion rate is more than 4 times higher for children and young people who have Additional Support Needs. Exclusion rates are more than 6 times greater among those living in the 20% most deprived areas.

11.1.3 Being in education has long term benefits on outcomes for children and young people including life-expectancy, social and cognitive skills and a better sense of wellbeing and happiness (McVie, 2014).

11.1.4 Findings from the Edinburgh Youth Crime Study showed that around 65% of children and young people who were excluded in S1, were early school leavers compared to only 20% of their peers who were not excluded (McVie, 2014). Furthermore, children who were excluded from school by age 15 are 4 times as likely to be in the criminal justice system by the age of 24. A review of children and adolescent mental health carried out between 2004 and 2007, found that children who struggled with school or have poorer mental health are more likely to be excluded from school (Ford, Parker, Salim & Goodman, 2017).

11.2 Legislative Context

11.2.1 Children and young people have a universal and inalienable right to an education. It is the duty of Scottish Borders Council, all schools, learning establishments and every member of staff to create the relationships and environments within which every child and young person can realise this right.

11.2.2 In Scotland, there is a presumption that a child age 12 years and over has a legal capacity to instruct a solicitor in connection with any civil matter. Children with legal capacity have the

same rights of appeal as a parent or a learner who is a young person (a person over school age who has not attained the age of 18 years).

- 11.2.3 In any relevant procedures, including appeals, the views of the child over 12 years as well as those of the parent/carer should be accurately represented and appropriately taken into account. As the views of the child or young person may diverge from their parent/carer, it is clearly not sufficient to assume that the views of the parent/carer automatically reflect those of the learner.
- 11.2.4 A decision to exclude a child over the age of 12 years must be communicated directly to them and their parent/carer and they must be included and involved in any subsequent discussions and decisions. Where the learner is a young person there is no legal grounds to involve parents/carers but it is good practice to do so.

11.3 Power to Exclude

- 11.3.1 The power to exclude a child/young person from a school and the circumstances under which they may be excluded are set out in Regulations 4 and 4A of the Schools General (Scotland) Regulations 1975 ("the 1975 Regulations"), as amended [S.I. 1975/1135: the relevant amending Regulations are the Schools General (Scotland) (Amendment) Regulations 1982 (S.I. 1982/56) and the Schools General (Scotland) Amendment (No. 2) Regulations 1982 (S.I. 1982/1735)].

The power to exclude, and therefore legal responsibility for exclusion, rests with the Local Authority. The procedures outlined in this Policy apply equally to all schools and learning establishments and must be complied with in full. Any divergence from the procedures may result in the exclusion being defined as incompetent, resulting in the child or young person being reinstated without delay in the school and the exclusion being expunged from their school record.

Exclusion from school requires to be seen in the wider legislative context of Scottish Borders's duties to:

"....secure that there is made for their area adequate and efficient provision of school education...." Section 1 of the Education (Scotland) Act 1980

"....secure that the education is directed to the development of the personality, talents and mental and physical abilities of the child or young person to their fullest potential." Section 2(1) of the Standards in Scotland's Schools etc. Act 2000

"....have due regard, so far as is reasonably practicable, to the views (if there is a wish to express them) of the child or young person in decisions that significantly affect that child or young person, taking account of the child or young person's age and maturity." Section 2(2) of the 2000 Act in regard of section 2(1)

"....have regard to the general principle that, so far as is compatible with the provision of suitable instruction and training and the avoidance of unreasonable public expenditure, pupils are to be educated in accordance with the wishes of their parents." Section 28 of the Education (Scotland) Act 1980

- 11.3.2 Scottish Borders Council delegate the power to temporarily exclude children and young people from school to the Headteacher in primary schools and the Headteacher and Depute Head Teacher(s) in secondary schools. The Headteacher (or their Depute) carrying out an exclusion should be aware that he/she may be required to justify the decision as part of the appeal's procedure and potentially in a court of law should the case go to the Sheriff Court or

an Additional Support Needs Tribunal for Scotland. In all circumstances it is vital that accurate records of the circumstances and the decision making process are recorded. In exceptional circumstances the Headteacher may review the grounds leading to the decision to exclude. If this is followed by a decision to expunge the exclusion from the learner's record then the Headteacher should write formally to the parent and the young person informing them of this decision. The Headteacher should also inform the Chief Officer Education of this occurrence.

11.4 Grounds for Exclusion

- 11.4.1 The grounds for exclusion and the procedures to be followed are contained in the Schools General (Scotland) Regulations 1975 (as amended 1982). Regulation 4 states that an education authority shall not exclude a child or young person from school unless the authority:

"are of the opinion that the parent/carer(s) of the child/young person refuses or fails to comply, or to allow the child/young person to comply, with the rules, regulations, or disciplinary requirements of the school" or;
"considers that in all the circumstances to allow the child/young person to continue attendance at the school would be likely to be seriously detrimental to order and discipline in the school or the educational well-being of the pupils there."

- 11.4.2 Exclusion should only ever be used as a last resort. In most cases, the school should be able to demonstrate the support put in place to avoid exclusion: there should be clear evidence of the monitoring and evaluation of this support, over time. It should be a proportionate response where there is no alternative. Prior to an exclusion the views of the child or young person and parent/carers must be taken into account. The circumstances and motivation for exclusions are outlined in appendix 8(a) and 8(b).
- 11.4.3 Careful consideration must be given to the facts and circumstances surrounding any incident(s) leading to exclusion, with particular reference to the nurture principle that all behaviour is communication. Schools are expected to put in appropriate support for what the child or young person is communicating, and not take behaviour at face value. Head teachers or their delegated member of staff must be able and prepared to justify that any exclusion is a proportionate means of achieving a legitimate aim – a legitimate aim may be to ensure the health and safety of children and young people and staff within a school. Head teachers, when deciding whether exclusion is necessary, must have regard to the particular facts and individual circumstances surrounding incidents and/or learners (see 11.6 to 11.11)

11.5 Sending Home without Exclusion

- 11.5.1 Exclusion from school of a learner other than in conformity with the terms of the 1975 Regulations is illegal. Failure to comply with regulations in such circumstances may render the authority open to legal challenge by the parent/carer or the learner. In all situations where learners are sent home for periods of time to 'cool off' or for longer term assessments and planning, they must be formally excluded.
- 11.5.2 Children and young people must not be sent home from school for reasons relating to behaviour or an incident without being excluded.

11.6 Consideration of Individual Circumstances

- 11.6.1 Individual circumstances must be taken into account when excluding a child or young person from school, particularly with regard to those children and young people who have additional support needs, a disability, are looked after or where there are child protection concerns.

- 11.6.2 In addition, bearing in mind that all behaviour is communication, it is important for staff to investigate exceptional circumstances for individuals, such as bereavement or experience of abuse. In these cases, exclusion may exacerbate a child or young person's distress and be an inappropriate action; instead support should be identified. While individual circumstances must be taken into account, the grounds for exclusion are the same for all children and young people.

Appendix 2 outlines a set of challenge questions that may be helpful when considering individual circumstances.

11.7 Additional Support Needs

- 11.7.1 The Education (Additional Support for Learning Act) (Scotland) Act (2004, 2009) places specific duties on Education Authorities to provide adequate and efficient support to ensure that all learners benefit from school education. In considering the exclusion of a learner with Additional Support Needs (ASN), school staff should take into account the potential impact of the loss of both their learning and provision of support. The named person or lead professional should be aware of the arrangements in place with other agencies, such as Speech and Language therapy in making provision and take into account the impact of any disruption to the provision of these services to the learner and to the services themselves.
- 11.7.2 Learners should be allowed to continue to access any therapeutic support such as physiotherapy, speech and language therapy as ongoing and necessary support and intervention. The exclusion does not affect the Local Authorities duty to provide these services therefore, such provision should continue notwithstanding the exclusion. Consultation with any other Service providers in order to maintain provision to an excluded learner should take place prior to the exclusion and plans put into place to ensure limited disruption to provision. Staff should be aware that a period of exclusion from school creates a transition point for children and young people with ASN which can be particularly challenging for some learners. In considering an exclusion from school, transition planning should be factored into the plans for return to school.
- 11.7.3 Where a learner with ASN is at risk of exclusion school staff should balance the case for exclusion with the needs to take all reasonable steps to secure that appropriate provision is in place to meet their needs. However, this additional consideration would not prevent exclusion where this is deemed absolutely necessary.

11.8 The Equality Act 2010

- 11.8.1 When considering the exclusion of a learner with a disability as defined by the Equality Act 2010 staff should ensure that they comply with provisions of the Act in relation to discriminatory behavior in the context of exclusion from school.
- 11.8.2 The Equality Act 2010 does not prohibit schools from excluding children or young people with particular protected characteristics, but it does prohibit schools under section 85(2)(e) from excluding children or young people on the specific grounds of behaviour resulting from their protected characteristic. In addition, it prohibits schools from discriminating against these children during the exclusion process. It is likely to be difficult to show that exclusion was an appropriate and proportionate response in these situations without such evidence.

11.9 Looked After Children

- 11.9.1 The Additional Support for Learning Act 2004 (as amended 2009) states that it is assumed that Looked After Children have additional needs unless otherwise stated. All Looked After Children should be considered in this context as requiring support. Understanding the specific needs and individual circumstances of the child or young person is essential.

Exclusion can mean that their already potentially challenging circumstances will be exacerbated and an additional loss of learning will take place alongside a harmful impact on their wellbeing.

- 11.9.2 Looked After Children can be vulnerable to experiences of rejection, which then decrease their resilience and ability to trust adults. Exclusion feeds into this process, creating more barriers for the child in question to be able to develop a sense of belonging in a school. Ironically, this is more likely to lead to further behaviour communicating the distress they feel. Corporate Parenting provides an opportunity and a statutory duty on all parts of Scottish Borders Council to support the care and welfare of learners who are Looked After by them. Staff should consider very carefully the decision to exclude a Looked After Child or Young Person in their care and if at all possible should avoid taking the decision to exclude them.
- 11.9.3 Staff must discuss any potential decision to exclude a Looked After Child or Young Person with the designated Social Worker and lead professional (if different) prior to the exclusion taking place in order to allow for a full consideration of individual circumstances to take place.
- 11.9.4 There are particular responsibilities and considerations for the corporate parent regarding the exclusion of a Looked After Child including the implications for the placement, the emotional impact on a child or young person who may already have attachment issues and may have experienced considerable lack of stability. Staff should be able to answer the question “is this good enough for my child?” to ensure that the welfare of the child or young person is paramount in making decisions.
- 11.9.5 If a decision is made to exclude, this should be clearly documented with appropriate communication with those who hold parental responsibility and the child or young person's carers. Meetings to discuss support strategies and re-admission to school should be arranged in writing. Copies of all communication should be sent to the child or young person (if age appropriate) plus a trusted adult should be explaining to the child or young person of the current situation and plans. The child or young person should be attending planned meetings and have an opportunity to have their views heard either by themselves or by their trusted adult.

11.10 Child Protection Register

- 11.10.1 In considering the need to exclude a learner who may be on the child protection register or for whom there are current or previous child protection concerns, the designated member of staff for child protection within the school should be informed and involved in the decision-making.
- 11.10.2 Staff must discuss any potential decision to exclude a learner on the child protection register or for whom they are current or previous child protection concerns with Children's Wellbeing. It is essential that this is done immediately prior to the child or young person being sent home in order to ensure their health and wellbeing immediately, and throughout the period of exclusion from school.
- 11.10.3 In all cases where a decision to exclude has been taken, staff should in collaboration with Children's Social Work Services prepare a risk assessment to ensure the child or young person will not be placed at further risk while excluded.

11.11 Socioeconomic Deprivation

- 11.11.1 Staff must also take into account that exclusion may have an immediate impact on the wellbeing of children and young people living in areas of socioeconomic deprivation. This might include children and young people missing out on free school meals and being prevented from accessing the security and continuity of school environment.

- 11.11.2 Staff must consider the impact that exclusion may have on a learner in receipt of Educational Maintenance Allowance.

11.12 Procedures for Exclusion from Schools

- 11.12.1 Excluding children and young people from school must comply with the relevant legislation. Accountability for all exclusions should be guided by this policy and the procedures must be followed at all times. Procedures for excluding learners should be available to parents/carers on the council's website and within individual schools' handbooks and websites. Appendix 3 provides a range of challenge questions to consider prior to exclusion and appendix 5 provides a range of questions to consider following an exclusion..

11.13 Definition of Temporary & Permanent Exclusion

- 11.13.1 The law does not differentiate between temporary and permanent exclusion. In either case there must be sufficient grounds that comply with the requirements of legislation, however the following distinction between Temporary and Permanent exclusion can be made:
- 11.13.2 Temporary Exclusion: a time-limited exclusion imposed by the Headteacher at the conclusion of which the child or young person returns to their current school.
- 11.13.3 Permanent Exclusion: a decision taken by the Chief Officer Education to remove a child or young person from the register of their current school. In such circumstances, the Local Authority is required to identify an equivalent school in which the child or young person can continue their education immediately without undue delay.

11.14 Length of Exclusion

- 11.14.1 Legislation devolves the length of exclusion to the Local Authority to determine. Scottish Borders Council establishments must resolve exclusions as quickly as possible. Where possible an exclusion should be resolved the following day or day after. However, this may be dependent on the availability of parent/carer, or in some cases other professionals, working with the learner or family.
- 11.14.2 Scottish Borders Council have set the maximum period of 6 openings for each exclusion; this is the equivalent of 3 school days as the maximum period of exclusion in any case. Where an exclusion extends or is predicted to extend over the 3 day maximum period approval should be sought from the school's Quality Improvement Officer. See Appendix 4.
- 11.14.3 All exclusions should be resolved within the same academic year. A single exclusion should not span more than one academic year even if there are only a few days of the summer term remaining. The Chief Officer Education should be informed where this is unavoidable.
- 11.14.4 A learner or parent's decision to appeal against an exclusion should have itself no effect on the length of exclusion. Learners should return to school promptly regardless of the appeal process and timing.

11.15 Provision of Education during Exclusion Period

- 11.15.1 Scottish Borders Council have a legal duty to make available education provision for all excluded learners without 'undue delay'. In accordance, appropriate learning materials should be made available to all excluded learners immediately and ideally prior to them leaving the establishment. It is essential that access to education or educational progress is not stalled or hampered as a result of the decision to exclude.

- 11.15.2 It is important to note that providing learning tasks without the necessary teaching input to enable the pupil to understand the materials would legally be considered insufficient support. It is therefore essential that all arrangements should involve teacher contact with the child or young person on a regular basis. It may be appropriate for this contact to be made available using telephone, email or online learning. Steps must be taken to ensure appropriate teaching is provided and any queries over the education materials provided are addressed.
- 11.15.3 If a learner attends more than one school as part of their education e.g. to access subjects not available in one school, the Headteacher of the other school must be informed of any decision to exclude. An exclusion is only applicable to the school which issued it therefore arrangements regarding attendance at the other school should remain in place unless there is a very serious reason for not attending e.g. health and safety concerns for other learners. All existing involvement in non-school based learning should continue. This may include college placements, therapeutic support or mentoring programmes. If the activity takes place in the school it may be necessary to arrange an alternative venue during a period of exclusion.
- 11.15.4 Children and young people who attend enhanced additional support provisions or have ASN must have their educational needs met during a period of exclusion. This may involve the use of specialist services as well as support from other agencies (see section 11.7)
- 11.15.5 In circumstances where an exclusion may affect attendance at an exam or assessment staff should make all reasonable attempts to ensure that the learner is not disadvantaged. Staff should contact the Scottish Qualifications Authority for advice and to progress any arrangements should this be required.
- 11.15.6 The responsibility for the provision of education for all children and young people during a period of exclusion rests with the Headteacher and they must ensure appropriate arrangements for learning are made immediately.
- 11.15.7 There is no legislative timescale defining 'undue delay' as the purpose is to continue Scottish Borders Council's duty to provide education for all their children and young people.

11.16 Intimation of Decision to Exclude

- 11.16.1 The Headteacher must contact the learner's parents/carers prior to them being required to leave the premises during school time to ensure the safety and wellbeing of the child or young person.
- 11.16.2 The Headteacher or their delegated representative, must on the day a decision to exclude is taken, intimate orally to the learner and their parent/carer the decision to exclude. On the day of the decision to exclude, the school must notify parent/carer/child/young person by letter. This is important as verbal information may be difficult to understand immediately or remembered fully, especially if the situation is emotionally difficult for parents. The letter must outline:
- The decision to exclude and the date.
 - The reason for the exclusion.
 - The time and place for a meeting to resolve the exclusion, where the head teacher, deputy headteacher will meet with the parent/carer and pupil. This must take place within 7 calendar days following the decision to exclude.
 - The conditions, if any, with which the parent and / or pupil must comply, or undertake to comply before the pupil may be readmitted.
 - Information on the right of a parent/carer to refer the decision to exclude the pupil to an appeal committee under section 28H of the 1980 act and the right to appeal the committee's decision to the sheriff and how appeals can be initiated.

- Any other information, which the education authority considers appropriate such as a contact person to discuss any school work provided during the period of exclusion.

11.16.3 It is essential that letters are clear, accessible and personalised. The following template letters are available for use:

The parent/carer – Appendix 5(a)

The child, where the child is over 12 and has capacity - Appendix 5(b)

The young person only where the young person is over 16 – Appendix 5(c)

11.16.4 In order to make sure there is sufficient review, assessment and preparation for return to school, successful reintegration and introduction of new or additional support it may be necessary to meet sooner. The formal exclusion letter should be sent to parent/carer and the learner over 12 years old and include:

- The reason the learner was excluded;
- The right of appeal and how appeals can be made and;
- Any other relevant information considered appropriate.

For children or young people who are Looked After by the Local Authority, staff should provide notice to carer's and adults with parental responsibility (see Section 11.9)

11.17 Support & Next Steps Re-admission Meeting

11.17.1 A Support and Next Steps Re-admission meeting should be held before the child or young person returns to school.

This meeting should focus on:

- The reasons for the exclusion and what the child or young person was communicating through their behaviour which led to the exclusion.
- The essential partnership between home and the school and how both parties can work together to support the child/young person.
- Strategies and supports that will be implemented to support the child or young person on their return should also be discussed and agreed.

11.17.2 The meeting should be solution oriented and focusing on the best interventions and outcomes for the learner. While it may be important for the school to set out some helpful conditions it is important that the Support and Next Steps Re-admission meeting is not purely a list of 'do's and don'ts' but is seen as positive and proactive discussion of strategies and interventions to support the young person's return to school.

11.17.3 The child or young person should be in attendance at this meeting, have a clear understanding of the reasons for the meeting and be given the opportunity to have their views heard and most importantly, understand strategies and supports suggested and agreed.

11.17.4 If a satisfactory agreement is reached, the parent/carer and learner (over 12 years) should sign the Support and Next Steps Re-admission Meeting Agreement, Appendix 6 (a) or 6(b) or 6(c) or 6(d) as appropriate then the child/young person should be re-admitted and the outcome recorded.

11.17.5 Copies of the signed Support and Next Steps Re-admission Meeting Agreement should be given to the parent/carer and learner if over 12 years. The original should be retained in the learner's Pupil Progress Record and electronically if using such storage system.

11.17.6 There may be occasions when the school feel that they require to undertake a risk assessment to minimise current or future risks and therefore allow the learner to continue to

attend school supported through this risk assessment. The risk assessment should identify the priorities and needs of the pupil balanced against the strategies required to ensure the safety of all children and staff.

11.18 Failure to Reach Agreement on Re-admission

- 11.18.1 If the parent/carer or learner fails to come to an agreement on re-admission to school, or are unable to meet the Headteacher, Depute Headteacher or Scottish Borders Council officer, or they, refuse to agree to the conditions, then the matter should be reported to the Chief Officer Education.
- 11.18.2 In this instance re-admission to the school can still take place, with the matter discussed in a consultation meeting with the Chief Officer Education or delegate. The refusal should be noted on the appropriate documentation, and a solution oriented or restorative re-admission meeting attempted if possible.
- 11.18.3 When agreement has been reached the standard form - Appendix 7 (a), or 7(b) or 7(c) should be completed with one copy being placed in the child or young person's educational record and one copy given to the parent/carer with a further copy being given to the young person.
- 11.18.4 Until an exclusion has been concluded in terms of the above procedure, the child or young person will be deemed to be trespassing should they enter school premises or playground areas. It is within the Head Teacher's discretion to contact Police Scotland if the child or young person will not leave voluntarily. However, it is important to bear in mind the impact on the child of such a decision, especially if they are a child with protected characteristics (especially those on the autistic spectrum). It is the view of Scottish Borders Council that all other avenues should be tried first.
- 11.18.5 The parent/carer may not enroll a child or young person in another school until the exclusion process has been concluded.

11.19 Permanent Exclusion

- 11.19.1 The power to exclude on a permanent basis lies with the Director of Children and Young People's Services.
- 11.19.2 The Headteacher should notify the Chief Officer Education in writing that they are requesting a permanent exclusion; that is the permanent removal of a child or young person from that school's register.
- 11.19.3 The Headteacher should inform the parent that a request to permanently exclude their child or young person has been made to the Chief Officer Education as soon as this request has been made - see appendix 9.
- 11.19.4 The Headteacher should prepare all appropriate and relevant information for discussion with the Head of Education to allow a decision to be reached as soon as possible.
- 11.19.5 A permanent exclusion relates only to the Scottish Borders school from which the child or young person has been permanently excluded.
- 11.19.6 If the decision or preference is for the child or young person to remain at a school within the Local Authority, the Chief Officer Education (or their delegate) will decide which school will be the receiving school; the parent/carer and child of young person should be notified of this decision as soon as possible.

- 11.19.7 Scottish Borders Council have a statutory obligation to provide education during any period of time where the child or young person cannot attend school. This temporary alternative educational provision should be in place without undue delay.
- 11.19.8 The parent/carer should not submit a placing request to another school until the exclusion procedures have been completed. This also applies in the case of Temporary Exclusion.
- 11.19.9 A Child's Planning meeting should be held within 5 days of the confirmation of permanent exclusion. The meeting should be held in the receiving school and be chaired and recorded by the receiving school. Relevant staff from the excluding school must attend along with parent/carer, learner and relevant professionals from the 'team around the child' in order that a full and reviewed Child's Plan can be developed. It is advised that in all cases a 'Risk Assessment' is completed.
- 11.19.10 Any alternative education arrangements should remain in place until enrolment takes place with the new school.

11.20 Build Up timetables and Flexible Learning Packages

- 11.20.1 As part of an initial support package on return to school it may be appropriate, particularly where a crisis has developed, for a learner to return to school on a part-time basis, or with a flexible learning package in place. Such an arrangement must be planned, transparent and agreed between the school, the parent/carer and the child or young person
- 11.20.2 The Child's Plan must accurately reflect the agreed flexible or part time arrangements. This arrangement should be used for a short and agreed period with the aims around this recorded in the Child's Plan. This should be discussed and agreed with the ASN Education Officer for the school.
- 11.20.3 Records must be kept, including records of attendance which accurately reflect the times that the child or young person spends at home with parent/carer permission. The SEEMiS code (Y-PTX) should be used for any children and young people who are returning to school on a part time basis following a period of exclusion.

11.21 Right of Appeal

- 11.21.1 The right of appeal against the decision to exclude is outlined in the Education (Scotland) Act 1980 and extended to learners with legal capacity in the Age of Legal Capacity Act (2000). Local Authority has a statutory duty to appoint an education appeal committee, that it is not a committee of the Authority, but is an independent body which operates under the supervision of the Scottish Committee of the Council on Tribunals under the Tribunals and Inquiries Act 1992.
- 11.21.2 The right of appeal and how to do this will be outlined in the formal exclusion letter sent following the decision to exclude. Appendix 10 provides an information sheet for parent/carer regarding the appeal process and this should be sent with the formal exclusion letter.

11.22 Recording and Documentation

- 11.22.1 The decision to exclude a learner must be recorded:
- In the child/young person's pupil progress record (PPR);
 - Recorded in SEEMiS Click and Go attendance and;

- Noted in latest Pastoral Notes with details of any investigation carried in out relation to the exclusion (This may form part of a chronology if required).

Where the decision of an education appeal committee or sheriff court has been to annul an exclusion, this information should be:

- Deleted from the learner's PPR, their attendance in SEEMiS;
- 'Retired' from latest Pastoral Notes;
- Should not be disclosed as part of a learner's history.

11.22.2 A written record must be kept of all information leading to the exclusion on the pupil's educational record. This should include the reasons why the Headteacher or the Depute Headteacher decided on exclusion as a course of action. Comments should be specific and explicit including the names of teachers, dates times and any other information that may be deemed to be relevant. This information may, in certain circumstances, be required to substantiate the authority's case in a court of law or an Additional Support Needs Tribunal for Scotland.

11.22.3 Given the legal duty that a child or young person's views are recorded when a significant decision is taken regarding them, they must be given the opportunity, where possible, to have their views documented at the point of exclusion. The views of the learner and the parent/carer should be accurately represented and appropriately taken into account.

11.23 Monitoring

Reducing exclusions is a target for both National and Local Government and, as such, exclusion figures for each school are monitored closely. It is expected that Headteachers will review and monitor exclusions at an individual and school level to inform planning and interventions. Within the Education Service officers meet on a monthly basis to review exclusion data and information to identify emerging issues and provide early and preventative support.

12 VERSION CONTROL

Name of Document: Inclusion Policy		Version Number: 1
Approved by:		
Date first approved:	Date of Review:	
Name of officer responsible for the review:		
Changes to the policy		
Paragraph No:	Wording that changed	Reason for change

Appendix One: Use of Part Time Timetables

Pupils have a right to be provided with a school education and this right is enshrined in the Standards in Scotland's Schools Act, 2000. It should also be recognised that pupils are to be educated in accordance with the wishes of their parents, (Education (Scotland) Act 1980). Therefore no part-time arrangement can be considered if it is against the wishes of the pupil's parents or carers. Schools cannot insist part-time arrangements on pupils without parental agreement. When considering a part-time timetable, it must be made clear to parents/carers that they have the right to refuse a part-time timetable. Additionally there is an obligation to consider and take account of the views of the child or young person.

Scottish Government guidance (Included, Engaged and Involved Part 2, 2017) states that, "In order to support the child or young person appropriately and enhance the transition back to school, it may be necessary in exceptional circumstances to implement a package of support that could be achieved using a flexible or part-time timetable with an agreed timescales as to when this will end. Any such arrangements should be for a short, agreed period with the aims and conditions around this recorded in any support plan."

Schools have a duty of care for all pupils who are on their roll. They must ensure that when pupils are not expected to attend the school full-time there is a clear agreement with parents/carers about who is carrying out that duty of safeguarding the pupil at each session.

The Scottish Government guidance states that such arrangements should also be recorded in SEEMIS with a new code which has now been created for children and young people who are returning to school on a part time basis following exclusion. This has been agreed as:

Description	Code	Short Code
Part Time Timetable (exclusion related)	PTX	Y

Part time timetables should be recorded within the context of an Individual Educational Programme (IEP) for the pupil. This should state the intended purpose of the part-time arrangement, the expected time span of the part-time arrangement, and the steps which will be taken to bring about full-time attendance. Details of the arrangements for the education of the pupil beyond school provision should be agreed and documented in the context of the Child's Planning procedure. Schools should use the Child's Planning Meeting procedures to document the support needs of the pupil and the measures taken by the school to meet these support needs.

All pupils who are on part-time timetables should be known to and monitored by the Senior Manager Team within the school. Part time timetables should focus on what is best for the young person, not on what the school believes it can accommodate. It must be clear that part-time school attendance is better for the pupil than full-time attendance. In line with Scottish Government guidance, Education Services recognise that in certain circumstances it may be in the best interests of the young person for them to attend school on a part-time basis. This may be in order to help the young person gradually integrate back into the school setting. However the aim should be to achieve a return to full-time education as soon as possible, and normally within 3 weeks of the start of any part-time arrangement. It is not considered appropriate for pupils to be denied their entitlement to education by placing them on a part-time timetable for an extended period of time. Should it be considered necessary to continue a pupil on a part time timetable for longer than the 3 week period then advice should be sought from the Inclusion & Wellbeing Manager.

Pupils should not be expected to 'earn the right' to increase their time in school e.g. unless a pupil shows an improvement in behaviour, their time in school will not be increased. This approach makes conditional what is a statutory entitlement to education.

It is recognised that in the latter stages of secondary schooling a variety of options exist that can take place outwith the school campus, such as College courses, work experiences, Duke of Edinburgh, and/or alternative provisions. Any part-time arrangement at secondary school should seek to ensure that all these alternative options are fully explored so that the young person has a positive alternative to mainstream schooling to ensure no reduction in their educational entitlement.

In line with the principles of GIRFEC, advice from other agencies should be sought so that a holistic view of the pupil's situation is obtained. Support for the pupil and their family from other agencies may be required to ensure a successful return to school.

Schools should record information on the attendance of pupils on part-time timetables through SEEMIS under the appropriate code. This will differentiate pupils on part-time timetables from pupils who have unauthorised absences.

Challenge Questions
Looked After Child
Has the Lead Professional social worker consulted prior to decision?
Have appropriate arrangements been made with regard to support/care and wellbeing at home?
Child on Child Protection Register/CP concerns previously raised
Has school CP Officer and Social Worker been consulted?
Have appropriate arrangements been made with regard to support/care and wellbeing at home?
Child with ASN
Have other professionals involved been consulted on continuation of any additional input for child?
Has significant consideration been given that child or young person is not being excluded for reasons associated with disability?
Has significant consideration been given to ensure that child or young person is not being excluded for reasons associated with a protected characteristic?
Has account been taken of impact of exclusion on child or young person's learning and support provision?
Has consideration been given to review of any Child's plan or Coordinated Support Plan?
Children from an area of Socioeconomic deprivation
Has consideration been given to the impact on child's wellbeing, e.g. free school meals or Maintenance Allowance?

Challenge Questions
Has the child or young person been excluded before? What was impact of this?
Has there been clear assessment of the child or young person and their needs?
Have additional support / interventions been provided for the child or young person?
Have alternative arrangements been made for the child or young person prior to the exclusion? e.g. curriculum alternatives, temporary placement in base, use of virtual learning
How can the child's planning framework be utilised to support this child or young person?
Has the incident that precipitated the consideration of exclusion been reviewed with all staff who were present to explore fully what happened?
Has another professional from within the school who is not directly involved, been consulted on the situation in order to provide a different perspective?
Has the child or young person been consulted on their view of the situation?
Has Pupil Support/Guidance/Key worker, or if available, lead professional been consulted?
Has the possible impact of exclusion on the child or young person been considered in light of individual circumstances?
Does the child or young person's recent presentation constitute a wellbeing concern?
What might the impact of an exclusion be on a child or young person's wider circumstances?
Has a risk assessment been completed for the child or young person if appropriate?
What are the hoped for outcomes of an exclusion? Are there other alternatives that might achieve this?
Has there been consideration given to length of exclusion to ensure it is proportionate and in best interests of child/young person?
Does the exclusion comply with the regulation 4 of the 1975 regulations as amended?
Have the rights of the child or young person been considered, with regard to articles of UNCRC?

Memo from the Head Teacher to the Quality Improvement Officer that a period of exclusion will exceed the maximum 3 day period (6 openings)

Memo informing the Quality Improvement Officer that a period of exclusion is exceeding the maximum 3 days period (6 openings).

From: Head Teacher / School

To: Quality Improvement Officer

Date

Child/Young Person's name

Child/Young Person's address

Dear Quality Improvement Officer's name

Exclusion exceeding maximum period

I am writing to advise you that the period of exclusion for *Child/Young Person's name/stage* will exceed the maximum period of 3 days (6 openings). The exclusion will total *please enter the number of days (openings)*.

The reason for this is: *please enter the reason*

Yours sincerely
Head Teacher

Appendix 5(a):

Letter of Exclusion to parent/carer of learner under 16-
years. Must be sent on day of exclusion.
Parent/carer to be verbally informed also.

Dear *Parent/Carer's Name*

***Child/Young Person's Name* – TEMPORARY EXCLUSION FROM SCHOOL**

I regret to advise you that *Child/Young Person's Name* has been excluded from attendance at school today. *Child/Young Person's name* has been involved in *enter reason for exclusion as per code in Appendix 8*. It is my view that to allow *Child/Young Person's name* to continue attendance at the school would be likely to be seriously detrimental to school discipline or the wellbeing of the other learners.

Alternatively where parental non-cooperation is a factor:

Child/Young Person's name has been involved in *enter reason for exclusion as per code in Appendix 8*. This means that you, as *Child/Young Person's name* parent/carer have allowed *him/her* to refuse or fail to comply with the positive behaviour code of the school.

It is essential that we meet soon to discuss the exclusion and agree strategies and supports for *Child/Young Person's name* return to school. *I or name of other staff member if appropriate* will meet with you at *time on date in room* at the school. If you are unable to attend this appointment, please contact me as soon as possible in order that we can make suitable arrangements.

Your right of appeal under Section 28H of the Education (Scotland) Act 1980 will be explained to you when we meet. *Child/Young Person's name must accompany you to this meeting*.

In the meantime, *Child/Young Person's name* must not attend school, be within the school or school grounds, or take part in any school activities, until the exclusion has been resolved.

Yours sincerely
Head Teacher

Dear *Child/Young Person's name*

TEMPORARY EXCLUSION FROM SCHOOL

I regret to advise you that you have been excluded from attendance at school today. The reason for this decision is: *enter reason for exclusion as per code in Appendix 8.*

It is my view that to allow you to continue your attendance at the school would be likely to be seriously detrimental to order and discipline, or the wellbeing of the other children and young people, in the school.

I will be organising a meeting with your parent/carer where we can discuss your return to school and any help and support we can provide. You will also attend this meeting.

We will explain to you at this meeting about your right of appeal under Section 28H of the Education (Scotland) Act 1980. Please note that a letter of your temporary exclusion has been given to your *Parent/Carer(s) Name*.

Until we meet you must not attend school, be within the school or school grounds, or take part in any school activities, until the exclusion has been resolved.

It would be very helpful if you could have a look at the questions on the back of this letter before you come to the meeting. You may find it helpful to go over these questions with your parent /carer or someone that you know well.

Yours sincerely
Head Teacher

Helpful questions before the return to school meeting.

Why were you excluded from school?	
What is going well for you at school?	
What is not going well?	
What can you do to make sure you are not excluded again?	
What can the school do to make sure you are not excluded again?	
Is there anything your parent/ carer do to help?	
Is there anyone else you would like to help you?	
Is there anyone else you would like to help you?	

Dear *Young Person's name*

TEMPORARY EXCLUSION FROM SCHOOL

I write to confirm that you that you have today been excluded from attendance at school. You have been involved in *enter reason for exclusion as per code in Appendix 8* and, as such, to allow you to continue your attendance at the school would be likely to be seriously detrimental to order and discipline, or the wellbeing of the other children and young people, in the school.

It is essential that we meet soon to discuss the exclusion and to consider the supports and next steps, for your return to school. I *or name of other staff member if appropriate* will meet with you at *time* on *date* in *room* at the school. If you are unable to attend this appointment, please contact me as soon as possible in order that other arrangements can be made

You can bring your parent/carer/a supporter to this meeting.

You will be advised at the meeting of your right of appeal under Section 28H of the Education (Scotland) Act 1980.

In the meantime, you must not attend school, be within the school or school grounds, or take part in any school activities, until the exclusion has been resolved.

It would be very helpful if you could have a look at the questions on the back of this letter before you come to the meeting. You may find it helpful to go over these questions with your parent /carer.

Yours sincerely
Head Teacher

Checklist: Key consideration once the decision to exclude has been made

Checklist: Key considerations once the decision to exclude has been made	Completed
Child / Young Person to be informed he/she will be excluded	
Parents/Carers to be informed verbally immediately of exclusion	
Communication to take place with parents/carers and those with parental rights for Looked After Children, children on CP register / children with CP concerns	
Lead professional, social worker, key worker, foster carer, educational psychologist to be informed as soon as possible for Looked After Children, children on CP register / children with CP concerns	
Make arrangements for child to be collected or young person to be sent or taken home. Child or young person not to leave school until safety, health and wellbeing assured and appropriate arrangements are in place	
If parents/carers cannot be contacted child or young person must be supervised at school until suitable arrangements can be made	
If verbal contact made, follow up by written confirmation of exclusion on same day exclusion takes place. Include reason for exclusion and information on Right of Appeal	
Inform of date, time and place where Headteacher or official of authority is available to discuss the exclusion	
If child or young person is of legal capacity inform them in writing of exclusion and right of appeal	
Record of exclusion filled out – incident report form	
Ensure exclusion is recorded accurately on SEEMiS	
If appropriate Ensure RIVO is completed accurately with details of pre and post incident	
All documents relating to exclusion to be retained in Pupil's Progress Record	
Appropriate educational provision to be provided and monitored, e.g. course work, access to library, online learning	
Arrangements for the child or young person to access any existing support made (out with school if necessary)	
A contact person should be allocated for parent/carers/young person to liaise for educational provision	
Parent/carers should be informed of their responsibility to ensure child or young person is provided with appropriate education throughout the period of exclusion	

Dear *Child/young person's name*

Supports and Next Steps agreed for Return to School

Today we (*you, your parent/carer/school staff*) discussed your exclusion from your school and agreed how we can support you upon your return to school.

At the meeting we have discussed:

- What is going well for you in school?
- What is not going well?
- What can you do to make sure you are not excluded again?
- What can the school do to make sure you are not excluded again?
- What can your parent/carer do to make sure you are not excluded again?
- Is there anyone else you would like to help you?

This is what we agreed:

-
-
-
-
-
- We also ask all learners to try to follow the school's positive behaviour code.

This information will form your Plan so that you, your parent/carer and the Headteacher can clearly see how we agree to work together to support you.

If you understand and agree with all the above, please sign here:

Signature of learner _____

Signature of parent/carer _____

Signature of Headteacher/Depute Headteacher _____

Date

Dear

Following the exclusion of *Child/Young Person's name* from school, we confirm that the reasons for this as described in the original letter of exclusion have been discussed and we have focused on how we can make *Child/Young Person's name's* return to school a positive experience. We also explained your right of appeal.

At the meeting, you, *child/Young Person's name* and the school agreed the following:

This is what we agreed:

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I, as Headteacher of the school, am satisfied with the arrangements made for *Child/Young Person's name* return to school.

Signature of Headteacher/Depute Headteacher

I as the parent/carers for *child/Young Person's name* agree with the arrangements set out above and will work with the school and others to support *child/Young Person's name*.

Signature of Parent/Carer

Date

Dear *Parent/Carer(s) Name*

Child/Young Person's Name, Date of Birth, Class

I refer to my letter of *date* and to our subsequent meeting on *date* to discuss the exclusion of *Child/Young Person's Name* from school.

Regrettably, our meeting did not lead to an agreement on *Child/Young Person's Name's* return to school. Accordingly, *Child/Young Person's Name* remains excluded. I am, therefore advising you that you have the right of appeal against the decision to exclude and / or the conditions of readmission under the terms of Section 28H of the Education (Scotland) Act 1980.

Such an appeal should be sent to:
Head of Schools Services
Children and Young People's Department
Scottish Borders Council Headquarters
Newtown St Boswells
TD6 0SA

If you wish to reconsider any part of our discussion at our meeting I will be please to meet with you again in the hope of reaching agreement regarding *Child/Young Person's Name's* return to school. In the meantime I am required to advise the Quality Improvement Manager, Inclusion and Equality of our present unresolved situation.

Yours sincerely
Headteacher

Reasons for decision to exclude: Enter reason for exclusion as per code in Appendix 8 (a)

Motivation for action: Enter motivation as per code Appendix 8 (b)

Dear *Parent/Carer(s) Name*

Child/Young Person's Name, Date of Birth, Class

I refer to my letter of *date* and to our subsequent meeting on *date* to discuss the exclusion of *Child/Young Person's Name* from school.

Regrettably, our meeting did not lead to an agreement on *Child/Young Person's Name's* return to school. Accordingly, *Child/Young Person's Name* remains excluded. I am, therefore advising you that you have the right of appeal against the decision to exclude and / or the conditions of readmission under the terms of Section 28H of the Education (Scotland) Act 1980.

Such an appeal should be sent to:

Head of Schools Services
Children and Young Peoples' Department
Scottish Borders Council Headquarters
Newtown St. Boswells
TD6 0SA

If you wish to reconsider any part of our discussion at our meeting I will be please to meet with you again in the hope of reaching agreement regarding *Child/Young Person's Name's* return to school. In the meantime I am required to advise the Principal Officer, Inclusion and Equality of our present unresolved situation.

Yours sincerely
Headteacher

Reasons for decision to exclude: Enter reason for exclusion as per code in Appendix 8 (a)

Motivation for action: Enter motivation as per code Appendix 8 (b)

Dear *Parent/Carer(s) Name*

Exclusion from School

I refer to my letter of *date* and to my invitation to meet me on *date* to discuss *Child/Young Person's Name's* exclusion from school.

Unfortunately you did not keep the appointment and so *Child/Young Person's Name* remains excluded. Our proposed supports and conditions, which will support his/her readmission, are given below. I must advise you that you have the right to appeal against the decision to exclude and/ or the conditions of readmission under the terms of Section 28H of the Education (Scotland) Act 1980.

Such an appeal should be sent to:

Head of Schools Services
Children and Young Peoples' Department
Scottish Borders Council Headquarters
Newtown St. Boswells
TD6 0SA

I will be pleased to meet with you in the hope of reaching agreement regarding *Child/Young Person's Name* return to school. In the meantime I am required to advise the Principal Officer, Inclusion and Equality of our present unresolved situation.

Yours sincerely
Headteacher

Reasons for decision to exclude: Enter reason for exclusion as per code in Appendix 8 (a)

Motivation for action: Enter motivation as per code Appendix 8 (b)

Dear *Young Person's name*

Exclusion from School

I refer to my letter of *date* and to my invitation to meet me on *date* to discuss *your* exclusion from school.

Unfortunately you did not keep the appointment and so you remain excluded. It is important that we have the opportunity to discuss supports and next steps for your return to school. I must advise you that you have the right to appeal against the decision to exclude and/ or the conditions of readmission under the terms of Section 28H of the Education (Scotland) Act 1980.

Such an appeal should be sent to:

Head of Schools Services
Children and Young Peoples' Department
Scottish Borders Council Headquarters
Newtown St. Boswells
TD6 0SA

I will be pleased to meet with you in the hope of reaching agreement regarding your return to school. In the meantime I am required to advise the Principal Officer, Inclusion and Equality of our present unresolved situation.

Yours sincerely
Headteacher

Reasons for decision to exclude: Enter reason for exclusion as per code in Appendix 8 (a)

Motivation for action: Enter motivation as per code Appendix 8 (b)

Dear *Parent/Carer(s) Name*

Exclusion from School

I regret that you were unable to attend the meeting on *date*. I have decided that *Child/Young Person's Name* may return to school with effect from *date* on the understanding that the following supports and next steps are agreeable to both of us.

The first next step applies to everyone. They are required to follow the positive behaviour code of the school.

This is what I propose:

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-
-
-

With your agreement to the above supports and next steps I, as Headteacher of the school, am satisfied with the arrangements made for *Child/Young Person's name* return to school.

Please let me know if you are in disagreement with any aspect of our discussion or with the entry as noted above

Reasons for decision to exclude: Enter reason for exclusion as per code in Appendix 8 (a)

Motivation for action: Enter motivation as per code Appendix 8 (b)

Yours sincerely
Headteacher

Fighting
Verbal abuse of pupil
Verbal abuse of staff
General or persistent disobedience
Insolent or offensive behaviour
Refusal to attend class
Fire raising
Parental non-cooperation
Substance misuse – not alcohol
Substance misuse – alcohol
Spitting
Damage to school property
Threat to school property
Indecent exposure
Sustained peer exclusion for the purpose of causing significant distress
Physical assault with no weapon against pupil
Physical assault with no weapon against staff
Physical assault using weapon against pupil (Please identify weapon. e.g. knife, knuckleduster)
Physical assault using weapon against staff (Please identify weapon. e.g. knife, knuckleduster)
Physical assault using improvised weapon against pupil
Physical assault using improvised weapon against staff
Damage to personal property of pupil
Damage to personal property of staff
Theft from pupil
Theft from staff
Threat of sexual violence against pupil
Threat of sexual violence against staff
Threat of physical violence, no weapon, against pupil
Threat of physical violence, no weapon, against staff
Threat of physical violence using weapon or improvised weapon, against pupil
Threat of physical violence using weapon or improvised weapon, against staff
Threat to personal property against pupil
Threat to personal property against staff
Malicious communications against pupil
Malicious communications against staff
Slander and libel (incl. website) against pupil
Slander and libel (incl. website) against staff
Stalking of pupil
Stalking of staff
Extortion from pupil
Extortion from staff
Other

Racial
Gender
Homophobia/Sexual orientation
Disability of victim
Religion
Sectarian
Substance misuse - alcohol
Substance misuse - not alcohol
Territorial/gang related
Assailant medical condition/disability
Other known factor
Not known

DRAFT

Parent/carer of pupil under 16 years: Letter
informing parent/carer of Head
Teacher's request to head of education
seeking a permanent exclusion.

Dear *Parent/Carer(s) Name*

Permanent Exclusion from School

I am writing to inform you that I believe it would likely be seriously detrimental to order and discipline or the educational well-being of the pupil for *Child/Young Person's Name* to continue attendance at this school.

I am therefore informing you that I have written to the Head of Education requesting that *Child/Young Person's Name* is permanently excluded from attending *name of school*.

Despite all our efforts to put support next steps in place we have been unable to prevent situations arising which have led us to this serious action.

While we await the response from the Head of Education we will continue to provide work for you, but as *Child/Young Person's Name* is excluded, *he/she* are not permitted to enter the school grounds, without prior agreement with the school. Steps will be taken to arrange the best way to get this work to you.

If the Head of Education approves the permanent exclusion from this school the options for your child's education are;

- *Child/Young Person's Name* attends another school identified by East Lothian Council.
- *Child/Young Person's Name* educated at home, providing the Authority agrees your teaching and learning programme.
- *Child/Young Person's Name* attends a private school without financial assistance from the Authority.

You can appeal against the decision to exclude *Child/Young Person's Name* from school, by writing a letter to **who ???**, Children and Young Peoples' Department, Scottish Borders Council HQ, Newtown St. Boswells, TD6 OSA.

Yours sincerely
Head Teacher

What is an Education Appeal Committee

The Education (Scotland) Act 1980 provided the foundation for the establishment of the education appeal committee system in Scotland. Every education Authority has a statutory duty to appoint an education appeal committee, but it is important to establish right at the outset that it is not a committee of the Authority, but should be an independent body which operates under the supervision of the Scottish Committee of the Council on Tribunals under the Tribunals and Inquiries Act 1992.

Under Section 28c of the Education (Scotland) Act 1981, provision is made to provide all parents with the right of appeal against decisions of the Education Authority as to the schools, excluding nursery schools or classes, their children should attend. These are known as *Placing Appeals*. Section 28h of the Act also provides parents with the right of appeal against decisions of the Education Authority to exclude a pupil from school. These are known as *Exclusion Appeals*. Each Education Authority must establish Appeal Committees to consider Placing Appeals and Exclusion appeals.

The Education (Appeal Committee Procedures) (Scotland) Regulations 1982 set out in detail the procedures that these committees must operate under.

Constitution and Membership of an Education Appeal Committee

An Education Appeal Committee is required to be made up of three, five or seven members who are to be nominated by the Authority. The membership must comprise members of the Authority (elected councillors) or of the Authority's Education Committee (which could include Teachers or religious representatives and co-opted members), and other people who are either: (a) parents of children of school age; (b) persons who, in the opinion of the Authority, have experience in education; or (c) persons who in the opinion of the Authority, are acquainted with the educational conditions in the locality, e.g., retired Head Teachers. Individuals who are employed in the Education Department of the Authority cannot be members.

The regulations stipulate that the members of an Education Appeal Committee, who are members of the Authority or of the Education Committee of the Authority, will not outnumber the other members of the Appeal Committee by more than one. A person who is a member of the Education Committee of the Authority may not act as chairman of an Education Appeal Committee, nor may any person who had a part in, or was even present at, discussions about the subject matter of an appeal be a member of an education appeal committee. The procedural rules also stipulate that Teachers, pupils, parents of pupils or school board members of a "relevant school" may not be members of the Education Appeal Committee. A "relevant school" means, in relation to a reference to the Appeal Committee:

- the school which the child to whom the placing request relates attends,
- the specified school,
- the school which the Education Authority proposes that the child to whom the placing request relates should attend,
- a school from which pupils are normally transferred to the specified school, and

- the school from which the pupil has been excluded.

This is the structured framework under which the Appeals Committees should operate.

Notice of Appeal

Any appeal must be lodged with the Education Appeal Committee within twenty-eight days of the receipt by the parent of the decision of the Authority. Under certain circumstances the Appeal Committee can seek to extend this period of time.

Hearings

The Regulations state that the Education Appeal Committee must afford the appellant an opportunity of appearing and making oral representations and in all cases a time and place of hearing must be appointed. The notification which is given to an appellant must include a statement as to his or her rights:

- to appear or to be represented at the hearing;
- to be accompanied at the hearing by up to three friends including (if any) representing the appellant;
- to lodge written representations; and
- to allow the presentation of the case to rest on written representation, if any were lodged on the appellant's behalf

Procedures

The Regulations stipulate that the Education Authority must, in accordance with a pre-determined procedure, appoint a panel of persons from whom Appeal Committees can be constituted. The procedure for the selection of members and appointment of a chairperson from the panel must also be pre-determined. Additionally, the procedure for appointing a chairperson must have regard to the desirability of capitalising on previous experience in the conduct of hearings.

At the commencement of a hearing the chairperson of the Appeal Committee shall state the procedure which the Appeal Committee will adopt and unless the Appeal Committee decides otherwise the proceedings will be conducted in the following order:

- presentation of case for the Education Authority;
- questioning by the appellant;
- presentation of case for the appellant;
- questioning by the Education Authority;
- summing up by the Authority; and
- summing up by the appellant

The appellant or any one person who is representing the appellant and the Education Authority represented by any one person duly authorised for the purpose will be entitled to call evidence, to question any person giving evidence including the appellant and any officer of the Education Authority and to address the Committee with the details of their case.

The chairperson has certain discretionary powers to disallow questioning that is elaborative or repetitive.

Decisions of the Appeal Committee

The chairperson of the Appeal Committee should inform the appellant and the Authority whether the Committee proposes to notify its decision, with the reasons for it, in writing at the conclusion of the hearing after the Appeal Committee deliberates the evidence or at some later date. If the appellant is not present or represented at the hearing, then immediate written notification of a proposal to defer the decision must be given to the appellant. It is important that the decision fully and clearly expressed and capable of being understood by a lay person.

If the Appeal Committee is not in a position to announce its decision at the end of the hearing, a written decision with full reasons for that decision must be sent within fourteen days from the date of the hearing. Where it is appropriate, the letter must inform the appellant of any right of appeal to the sheriff and the time limits that will be applicable.

In order to reach its decision, each member of the Appeal Committee will, for the purpose of the Committee reaching a decision, be obliged to cast a vote either in favour of or against refusing to confirm the decision of the Education Authority to which the appeal relates.

Each Appeal Committee should have the services of a clerk whose role should be fully explained to the appellants. The clerk should normally be an appropriate officer of the Local Authority and will be responsible for arranging the hearings and ordering the business at the hearing. The clerk should be an employee who, in the course of his/her employment by the Authority, does not deal regularly with the admission of children to school, the exclusion of children, or children with special educational needs. Basically, there should be no conflict of interest. The clerk will be expected to take notes and record decisions, the reasons for the decision, and generally ensure the smooth running of the hearing on the day.

It will also be one of the clerk's duties to remain with the Committee during the deliberative stage and, when necessary, offer advice on procedures.

The clerk should keep brief notes of the proceedings – who was in attendance, the voting process and record the decisions – in such a form previously agreed by the Authority.

SCOTTISH BORDERS COUNCIL EXECUTIVE COMMITTEE

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 5 June, 2018 at 10.00 am

Present:- Councillors S. Aitchison (Chairman), G. Edgar, C. Hamilton, W. McAteer, T. Miers, M. Rowley (from para 5), G. Turnbull and T. Weatherston

Apologies:- Councillors S. Haslam, E. Jardine and S. Mountford

Also present:- Councillors S. Bell, S. Scott.

In Attendance:- Chief Financial Officer, Service Director Assets & Infrastructure, Clerk to the Council, Democratic Services Officer (F. Walling).

CHAIRMAN

In the absence of Councillor Haslam the meeting was chaired by Councillor Aitchison.

1. MINUTE

There had been circulated copies of the Minute of the meeting of Executive Committee held on 1 May 2018.

DECISION

APPROVED for signature by the Chairman.

2. UNION CHAIN BRIDGE - HERITAGE LOTTERY FUNDING UPDATE

- 2.1 With reference to paragraph 3 of the Minute of 15 August, 2017, there had been circulated copies of a report by the Service Director Assets & Infrastructure, providing an update on the progress of the Stage 1 Heritage Lottery Fund application and the way forward for the Stage 2 application in respect of refurbishment of the Union Chain Bridge. The Project Management Team Leader explained that Northumberland County Council, Woodhorn Charitable Trust and Scottish Borders Council had submitted a stage 1 Heritage Lottery Fund application in December 2017. The Stage 1 application was successful and Heritage Lottery Fund would contribute 49% of the £729,934 project development costs to deliver a Stage 2 application by March 2019. There were a significant number of design and heritage development activities to be undertaken by March 2019 and Heritage Lottery Fund would undertake a mid-point audit of progress and direction in December 2018. The project was still reliant on a significant number of external funding commitments. A project fundraiser would be commissioned during this stage to secure the current anticipated funding. The fundraiser would also support the Friends of Union Chain Bridge group to help them achieve their commitment to the project. There remained a £624k funding gap but the risk had been mitigated by the commitment from Northumberland County Council to underwrite any shortfall. The financial strategy for delivery of the project was outlined in a table within the report and the Stage 2 delivery programme was detailed in an appendix.

- 2.2 Members welcomed the success of the Stage 1 Heritage Lottery Fund application and were supportive of the proposals for submission of the Stage 2 application whilst noting the added level of competition at this stage brought about by changes in the assessment process. In response to questions, officers clarified that, although Scottish Borders Council and Northumberland County Council were each committing £1m towards the project, Northumberland County Council was acting as the lead authority. There was a Memorandum of Understanding between the authorities which would be strengthened for

the Stage 2 Heritage Lottery Fund bid. The significance of the bridge was recognised by Members, not just as an historical asset but as an important infrastructure connection for the community in that part of East Berwickshire.

DECISION

- (a) NOTED the information within the report.**
- (b) AGREED the way forward, as detailed in paragraph 5.1 of the report, to assist Northumberland County Council with the successful delivery of the Stage 2 application to the Heritage Lottery Fund.**

3. COMMUNITY GRANT SCHEME - GENERIC BUDGET 2018/19

- 3.1 There had been circulated copies of a report by the Service Director Customer & Communities recommending three applications for funding from the Community Grant Scheme (CGS) generic budget. The report explained that the CGS could provide grants to groups who were constituted as working Borders-wide. It could also provide grants to groups who were non-Borders based but who delivered projects which provided direct benefits to identified groups in the Borders. The Communities & Partnership Manager provided details of the three applications.
- 3.2 The Learning Space SCIO, a Scottish Charitable Incorporated Organisation, was based in Gavinton but offered its services Borders-wide. The request was for a contribution towards phased refurbishment of The Old Bakehouse in Gavinton to provide additional recreational space to support more children/young people with complex learning needs. It was requesting a grant of £5,000 towards an overall £5,505 project. Members supported this application.
- 3.3 Scottish Borders Community Development Company (The Bridge) was the Council for Voluntary Service for the areas covering Central Borders, Roxburgh and Tweeddale. It provided low cost community transport services badged locally as Gala Wheels, Teviot Wheels and Tweed Wheels. The request was for a contribution towards the purchase of an additional 11 seater passenger vehicle for Gala Wheels to meet the growing demands of the service. It was requesting a grant of £5,000 towards the overall £36,343 project cost. Members supported this application.
- 3.4 First Light Trust, a Company Limited by Guarantee based in England, was also a Scottish Registered Charity and extended its activities into Scotland. The request was to contribute towards the creation of a cafe/shop and workshop facility at 1 & 3 High Street, Hawick to provide a drop-in/meeting place for ex-army veterans and local community to aid better integration. It was requesting a grant of £5,000 towards an overall £5,350 project. Members' attention was drawn to other similar projects in Hawick being supported by grant funding. It was also not clear at this stage how this hub model would fit into existing Borders Veterans strategies and if they supported the proposal of a Scottish hub based in Hawick. After discussion Members asked officers to provide further information in relation to operational aspects of the project and its relationship with other groups. It was agreed to defer a decision on the application until this additional information was available.

DECISION

AGREED:-

- (a) to approve the following grants:-**
 - (i) £5,000 to The Learning Space SCIO; and**
 - (ii) £5,000 to The Bridge.**

- (b) to defer to the next meeting consideration of the application for a grant of £5,000, from Firstlight Trust, to enable further information to be obtained.

4. **AUDIT AND SCRUTINY COMMITTEE RECOMMENDATION**

There had been circulated copies of an extract from the Audit and Scrutiny Committee Minute of 19 April 2018 regarding an update provided by the Service Director Children and Young People on legislative and guidance changes to home schooling within the Scottish Borders. Chairman of Audit and Scrutiny, Councillor Bell, explained that the update had been requested following concerns that had been raised following a presentation to Scrutiny Committee on home schooling in February 2017. An interesting presentation had been received from the Service Director who reported that there were currently 50 families within the Scottish Borders who home schooled their children. It was highlighted that the Council did not have the right or duty to visit the home, see the child, check parents' qualifications, ensure the curriculum was adequate, see samples of work, monitor home education or make an annual enquiry. The Audit and Scrutiny Committee recommended that home schooling should be monitored annually providing a summary of the number of requests, how many pupils remained in school, how many were flexi-schooled and the split between primary and secondary schools. The Committee had been particularly concerned that the majority of home schooling requests were linked to children with anxiety. After discussion Members agreed with the recommendation that in future the home schooling monitoring role be the responsibility of the Education-themed Executive Committee and, with reference to the second recommendation, asked that all Members received an early briefing on home schooling.

DECISION

AGREED that:-

- (a) **Executive (Education) Committee review home schooling on an annual basis; and**
- (b) **all Members receive an early briefing on home schooling.**

5. **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

6. **DELIVERY OF THE JEDBURGH INTERGENERATIONAL LEARNING CAMPUS PROJECT**

The Committee considered a report by the Service Director Assets & Infrastructure providing an update on the progress with the delivery of a new Jedburgh Intergenerational Learning Campus.

The meeting concluded at 11.10 am

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CORPORATE PERFORMANCE REPORT 2017/18 ANNUAL SUMMARY (AND DATA FOR QUARTER 4)

Report by Chief Executive

EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a high level summary of Scottish Borders Council's 2017/18 performance information for Elected Members, with more detail contained within Appendix 1. Appendix 2 presents the performance information on a quarterly basis, with more detailed commentary about 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. Given that SBC approved a new corporate plan in February 2018, this will be the last performance report in this format, and a revised performance management framework is currently being developed, including reporting at local level where possible.
- 1.3 A summary of any additions or changes made to SBC performance indicators is provided at Section 5 of this report, followed by a high level summary of performance in Section 6. The appendices provide an annual overview of performance (Appendix 1) and more detail of each performance indicator on a quarterly basis (Appendix 2).
- 1.4 During 2017/18, SBC has made some significant progress, despite the ongoing challenging economic climate. Business Gateway continues to perform well, affordable housing targets were exceeded, secondary school exclusions are significantly lower than last year and the rate of council tax collection remains high (and amongst the best in Scotland). Through monitoring performance information regularly, known areas of challenge remain a priority.
- 1.5 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".
- 1.6 The annual performance information at Appendix 1 will be used within the management commentary section of SBC's Draft Statement of Accounts,

submitted to Audit Scotland each year, as well as for any other annual performance reporting requirements.

2 STATUS OF REPORT

2.1 n/a

3 RECOMMENDATIONS

3.1 **I recommend that the Executive Committee:-**

- (a) Notes any changes to performance indicators outlined in Section 5 of this report;**
- (b) Notes that this will be the last report in this format, and that a revised Performance Management Framework is being developed;**
- (c) Acknowledges and notes the performance summarised in Section 6, and detailed within Appendices 1 and 2 and the action that is being taken within services to improve or maintain performance.**

4 BACKGROUND TO SBC PERFORMANCE REPORTING

- 4.1 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.
- 4.2 In February 2018, a new Corporate Plan (2018-23) was approved, based around 4 Corporate themes. From 2018/19, quarterly and annual Performance Reports are intended to be based around these 4 new Corporate themes:
- Our Services For You
 - Independent, Achieving People
 - A Thriving Economy, With Opportunities For Everyone
 - Empowered, Vibrant Communities
- 4.3 In order to ensure that corporate priorities or themes are addressed effectively, a Performance Management Framework (PMF) is required, covering the performance reporting arrangements for both the Council and for work with Community Planning partners.
- 4.4 The two appendices attached use the reporting format agreed in the current PMF. However, in order to reflect the new Corporate Plan (2018-23) referred to above, it is intended to present a revised draft PMF to Council in August 2018, recommending changes for 2018/19 and beyond, with the intention of then reporting to Executive Committee from September 2018 onwards, on a quarterly basis. These changes will include a move towards reporting at a local level where possible and from September, will include reporting on the impact of the SBC resources invested in the Community Action Team (CAT), in partnership with Police Scotland.
- 4.5 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.
- 4.6 Appendix 2 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.

5 **ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)**

5.1 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. As this is also the annual report for 2017/18, there are a few performance indicators included under various corporate priorities, where data is updated on a less frequent basis, also outlined below:

(a) **Priority 1: Economy**

- The Scottish Government has now published "Adjusted" Planning processing time information for Q1-3. Figures have been updated to reflect this;
- The indicator for Number of Affordable Homes delivered during 2017/18 has been added. This is updated annually;

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

- The appendices feature the annual Participation Measure which covers those aged 16 to 19 (not just school leavers). The Participation Measure quantifies those in education, employment or training (and now replaces the Positive Destinations measure previously used);

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

- Appendix 2 contains the indicator for Children looked after as a % of 0-17 year old population updated for 2016/17;
- A new indicator has been added to Appendix 2, showing the Number of Referrals To Domestic Abuse Services;

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

- The indicator for National Lottery Awards has been added to Appendix 2. This is a twice yearly update;

(e) **Priority 5: Environment**

- Waste indicators – data for the quarters ending March, June and September 2017 has been revised following receipt of updated information from third party recycling contractors and Community Recycling Centres;
- Road casualty figures are presented on an "Un-vetted basis" as "Vetted" information has not yet been received from Police Scotland;
- The annual Roads Maintenance indicator has been included in Appendix 2– "What condition are our roads in? (% of roads requiring maintenance)";

(f) **Priority 6: Workforce**

- No change to indicators;

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

- The basis of calculation for "Council Tax Collection" has been changed to "Line by Line" which is considered more accurate;
- Community Benefits indicators have been added to Appendix 2. These are updated twice yearly;

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

- No change to indicators;

- 5.2 New PIs are and will be developed on an ongoing basis to align with SBC's current and future corporate priorities/themes, and either be added to or replace existing indicators, so that progress can continue to be monitored effectively.
- 5.3 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.

6 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

6.1 Performance measures – summary of key successes

- (a) The number of people in work at the end of Q3 in the Scottish Borders (SB) is now 53,500 (74.5%). This rate remains higher than the Scottish rate of 74.3%, and above the rate last year at the same time, when it was 74%;
- (b) The average rate of people aged 16-64 claiming out of work benefits, at 1.62% (1,150 people) in Q4, is also favourable to the Scottish rate of 2.5% and 1.8% for SB in Q4 2016/17. In the 18-24 age group, the average claimant count was 3.43% in Q4 against a Scottish rate of 3.5% and 3.7% for SB in Q4 2016/17;
- (c) Business Gateway start-up Advisers assisted a total of 63 start-up businesses in the fourth quarter of 2017/18. 224 start-ups were assisted in the year, only slightly down from 231 in 2016/17. 1,324 businesses were supported in 2017/18, an increase of 22% since last year (1,085 assisted in 2016/17);
- (d) In 2017/18, a total of 145 affordable homes were delivered, 17 more than the target of 128;
- (e) There has been a 23% reduction (166 vs 215 last year) in the number of Secondary school exclusions this (financial) year;
- (f) The 2017 Annual Participation Measure shows that 92.5% of 16-19 year olds in Scottish Borders were participating in education, training or employment compared to 91.1% nationally, and 91.4% in 2016;
- (g) 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 8 quarters;
- (h) The % of adults who are now directing their own care and support has increased to 77.6% in Q4 2017/18, up from 59% in Q4 2016/17;

- (i) The new "Localities Bid Fund" was launched in October 2017. With over £200k available to projects in round 1 across the Scottish Borders, over 130 applications were received. A public vote was held in February 2018 with 61 projects receiving over 36,000 votes in aggregate, resulting in 18 awards being made, totalling £203,759;
- (j) 30 Modern Apprentices (MAs) were employed by SBC, as of the end of March 2018. A recent analysis of the 94 MAs employed since 2014 shows that many have achieved positive outcomes and gone on to secure employment with SBC or other employers, and a number had progressed to University or College places;
- (k) Council tax collection by the end of 2017/18 sat at 96.81%, slightly higher than in 2016/17. Benchmarking against all Scottish Local Authorities last year showed SBC as having one of the highest rates in Scotland;
- (l) SBC Social Media posts are proving to be an increasingly important means of engagement with the public. During the inclement weather in Q4, SBC Facebook and Twitter pages saw a very significant increase in those "engaging". There were 368,236 Facebook engagements in the year with followers rising to 19,642 in Q4. Twitter engagements totalled 120,805 in the year and followers reached 11,804 in Q4.

6.2 Performance measures – summary of challenges

- (a) Following the introduction of Business World, there was an expected reduction in the % of invoices being paid within 30 days during 2017/18. Although the annual average is 78%, this indicator has started to recover to around 88% in recent months;
- (b) The % of new Social Work service users receiving a service within 6 weeks of assessment has reduced to 93% in Q4 (from 100% in Q4 2016/17). The majority of clients exceeding the 6 week delivery time are clients with complex needs and this increased delivery time is due to the need for multiple levels of service support;
- (c) The % of Looked After Children (aged 12+) in family-based placements (rather than residential placements) has reduced to 71% in Q4 2017/18. The placement of children above the age of 12 in a family setting remains challenging. We continue to focus on the promotion of foster care and kinship care specifically for the teenage age group;
- (d) There has been a 13% increase in recorded crime and offence, with 3448 group 1-5 crimes and offences recorded during 2017/18. SBC is investing £282k during 2018/19 in a Community Action Team (CAT), working closely with Police Scotland to respond to local issues and concerns. Already in the first two months of 2018/19, the CAT has:
 - issued 175 parking tickets in various towns
 - carried out 35 hours of High Visibility foot patrols
 - carried out 21 positive street searches under the Misuse of Drugs Act
 - carried out 35 static road checks and provided education and

advice to motorists

- provided a mix of High Visibility and plain clothes patrols at local events such as Melrose and Jedburgh 7s.

The impact of CAT activity will be reported to Executive Committee from September onwards, at locality level;

- (e) The % of roads requiring maintenance continues to rise and stands at 48.5% for 2017/18. SBC is working to optimise planned and unplanned maintenance regimes, combined with a range of services improvements which will deliver efficiencies for any given spend;
- (f) Capital receipts from selling fixed assets (such as buildings) reduced by 73.5% (to £380.3k). Due to a number of factors out with SBC's control, completed sales in Q4 were not as high as anticipated;
- (g) The time to respond to complaints remains lower than target. In 2017/18, 86.4% of complaints at Stage 1 were closed within 5 working days (vs 85.8% in 2016/17), and 67.4% were closed within 20 days at Stage 2 (vs 76.6% in 2016/17). Stage 2 complaints tend to be complex, and low numbers can lead to large fluctuations in percentages. A full analysis of 2017/18 performance against timescales for complaints will be presented to Executive Committee in September, and will include benchmarking information. Total complaints closed was 691 for 2017/18, 10% higher than 627 for 2016/17, although not all of these are justified (details will be provided in the September report).

- 6.3 The information provided in Appendix 2 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.

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:
https://www.scotborders.gov.uk/info/20062/strategies_plans_and_policies/318/equality_and_diversity/3
- (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 significant effects on carbon emissions arising from the proposals contained in this report.

7.6 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.

7.7 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

- 8.1 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.
- 8.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Name Tracey Logan
Title Chief Executive

Signature

Author(s)

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

Background Papers:

Previous Minute Reference: Scottish Borders Council Executive Committee 14th February 2018

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 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 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	74.3%
SB last year	74.1%

100,491

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



(down from 103,761 in 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 (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

grey - for information

OUR CORPORATE PRIORITIES



01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?

April 2017 – March 2018:

EMPLOYMENT RATE* 74.5% of people aged between 16-64 are now in employment		CLAIMANT COUNT (16-64YR OLDS) 1.63% of working age people are now out of work and claiming benefits		CLAIMANT COUNT (18-24YR OLDS) 3.43% of young people are now out of work and claiming benefits		PLANNING APPLICATIONS 1,307 received during 2017/18	
Scotland	74.3%	Scotland	2.5%	Scotland	3.5%	Scotland	1,324
SB last year	74.1%	SB last year	1.8%	SB last year	3.7%	SB last year	1,324

New Enterprise Agency for South of Scotland

A key outcome from the Council's Economic Development activity in 2017/18 was the successful lobbying of Scottish Government to create a new South of Scotland Enterprise Agency. This was the realisation of a long-term approach, driven by the Council through the South of Scotland Alliance, to highlight the economic challenges faced by businesses and communities in the South of Scotland.

The proposal to create a new Enterprise Agency, modelled on Highlands and Islands

Enterprise, offers a tremendous opportunity to transform the area's economy, building on its significant strengths and traditions. It is a once in a generation opportunity to secure a more prosperous future for the region.

A South of Scotland Economic Partnership has been set up as an interim arrangement to deliver a fresh approach to economic growth in the area and pave the way for the new Agency. The Scottish Government confirmed a £10million funding boost for the region in January

Consultation on a new Enterprise Agency for the South of Scotland







March 2018

2018, to be delivered through the Economic Partnership.

<https://consult.gov.scot/economic-policy-unit/new-enterprise-agency-for-the-south-of-scotland/>

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Our performance during 2017/18

BUSINESS GATEWAY 224 new businesses were created with our help  (down from 231 in 16/17)	BUSINESS LOANS AND GRANTS £129.9k was approved in loans over 8 successful application to the Scottish Borders Business Loan Fund  (up from £71.2k in 16/17)	AFFORDABLE HOMES 145 affordable homes were delivered  (above target of 128)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* 11.0 weeks major applications received in Q3 17/18 (Q3 16/17 0.0 weeks)
1,324 businesses were supported in 2017/18  (up from 1,085 in 16/17)	£100.9k was approved in grants over 33 successful applications to the Scottish Borders Business Fund (down from £131.5k in 16/17)	INVOICES PAID Invoices paid within 30 days 78% on average were paid within 30 days during 2017/18 (down from 91% in 16/17)	7.8 weeks weeks for non-householders (Q3 16/17 6.9 weeks) 6.7 weeks weeks for householders (Q3 16/17 7.4 weeks)



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

Correct at time of publication: 12 June 2018.

*Performance indicators with a quarter lag in data.

Unadjusted data, awaiting information from Scottish Government.

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

HOW ARE WE DOING?

2017 Annual Participation Measure

4,778

young people age 16-19 year in the **Scottish Borders** (included in this measure).

92.5%

are participating in **Education, Employment or Training**

- **73.9%** in Education (74.6% in 2016)
- **17.5%** in Employment (15.0% in 2016)
- **1.2%** in Training & Personal Development (1.8% in 2016)

Scotland
91.1%
3%

not participating in **Education, Employment or Training**

- **1.3%** Unemployed Seeking
- **1.7%** Unemployed Not Seeking

Scotland
3.7%
4.5%

Unconfirmed Status

Scotland
5.3%

Participation Measure

Skills Development Scotland (SDS) has worked with the Scottish Government to develop the Participation Measure.

The purpose of the Participation Measure is to identify what young people 16-19 are doing, to inform policy, planning and service delivery and determine the impact of the Scottish Government's Opportunities for All commitment.

The Participation Measure covers all those aged 16 to 19, not just the school leavers.

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

Our performance during 2017/18



In October 2017, SBC launched an online **Parents Evening Booking System (PEBS)**, saving time for both staff and parents, and enabling parents to log in and book their own appointments at a time to suit them without relying on the student.



Feedback from staff and parents has been positive and the 84% uptake is encouraging, with some schools showing 100%. Figures for individual schools show usage is lower and the reasons are currently being investigated to ensure that any barriers, such

as lack of digital skills or access to devices, is addressed.

SBC is also investigating the further capabilities of **ParentPay** and how it could be used to manage payments for school trips, consent forms etc.

ATTENDANCE (TO DATE, DURING 2017/18 SCHOOL YEAR)

95.4%

pupils **attended** their **primary school**

Scottish average for 16/17 = 94.9%

91.1%

pupils **attended** their **secondary school**

Scottish average for 16/17 = 91.2%



PRIMARY SCHOOL PUPILS EXCLUDED

49 primary school exclusions this year

SB 2016/17

46

SECONDARY SCHOOL PUPILS EXCLUDED

166 secondary school exclusions this year

SB 2016/17

215



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

April 2017 – March 2018:

SELF-DIRECTED SUPPORT APPROACH

77.6%

of adults are using the **Self-Directed Support approach**
(at end Mar-2018)

SB last year 59%

DOMESTIC ABUSE

1,163#

reported incidents of
domestic abuse

SB last year 968

CRIMES AND OFFENCES

3,448#

group 1-5 crimes and
offences were recorded

SB last year 3,047

WELFARE BENEFITS SERVICE

1,752

people contacted our
Welfare Benefits Service
receiving **over £8.5m in
additional benefits**

SB last year 2,949 (£8.4m)

Borders Community Capacity Building – Our Aim and Vision

Increasing access to physical and mental wellbeing services in communities has been shown to have a preventative role in reducing demand upon Health and Social Care services. The aim of the Community Capacity Building team is to actively foster and encourage the development of resilience within communities to allow them to become stronger and more self-reliant through offering the right support at the right time. External evaluation of Community Capacity Building work so far suggests a social return

on investment in the region of £10 for every £1 invested.

The Community Capacity Building team (CCB) has been congratulated for winning silver at the finals of the iESE (Improvement and Efficiency Social Enterprise) Public Sector Transformation Awards 2018.



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

Our performance during 2017/18

CARE AT HOME

78%

of **adults (aged 65yrs+)** received
care at home compared to a care
home /residential setting
(at end 2017/18)

(above our target of 70%)

NEW SERVICE USERS

93%

of **new service users** received
a service **within 6 weeks of
assessment** (at end 2017/18)

(down from 100% end 2016/17)

LOOKED AFTER CHILDREN

224

looked after and accommodated children (at end 2017/18)

(down from 251 at end of 2016/17)

84%

of **looked after children** (across all ages) were **living within
a community family based placement** (at end 2017/18)

(down from 87% at end of 2016/17)

71%

of **looked after children aged 12 yrs+** were **living within a
community family based placement** (at end 2017/18)

(down from 76% at end of 2016/17)



ADULT PROTECTION DURING 2017/18

277

concerns were
raised

(up from 206 in 16/17)

131

investigations were
carried out

(up from 118 in 16/17)

CHILD PROTECTION

559

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

(down from 590 in 16/17)

44

children on the **Child
Protection Register**
(at end 2017/18)

(down from 54 in 2016/17)



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






LOCALITIES BID FUND
your money your choice

April 2017 – March 2018:

BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT & LIDDESDALE	TWEEDDALE
LOCALITIES BID FUND £45,000 10 projects 5,306 votes cast Voting results - winners: <ul style="list-style-type: none"> Friends of Duns Primary School Duns Amateur Swimming Club Connect Berwickshire Youth Project Duns & District Men's Shed 	LOCALITIES BID FUND £35,000 3 projects 1,059 votes cast Voting results - winners: <ul style="list-style-type: none"> Borders Search & Rescue Unit 	LOCALITIES BID FUND £60,000 17 projects 11,619 votes cast Voting results - winners: <ul style="list-style-type: none"> Stow Parent Council Rowland's Selkirk (Food for Thought) Stow Community Learning Hub Earlston High School Parent Council Rowlands (Swap Shop) 	LOCALITIES BID FUND £38,000 14 projects 5,845 votes cast Voting results - winners: <ul style="list-style-type: none"> Newcastleton Polysport / Copshaw Cutters Artbeat Studies Escape Youth Services Hawick Community Pump Track Hawick Men's Shed 	LOCALITIES BID FUND £30,000 17 projects 12,255 votes cast Voting results - winners: <ul style="list-style-type: none"> Clovenfords Digital Ninja Community Project Julie's Kitchen Garden - Clovenfords Tweed Valley Mountain Rescue Team
The following funding has been awarded in 17/18 £34.1k Quality of Life Projects £27.0k Neighbourhood Small Schemes £18.9k Community Grants Scheme	The following funding has been awarded in 17/18 £21.0k Quality of Life Projects £31.2 k Neighbourhood Small Schemes £17.6k Community Grants Scheme	The following funding has been awarded in 17/18 £16.3k Quality of Life Projects £42.0 k Neighbourhood Small Schemes £34.6k Community Grants Scheme	The following funding has been awarded in 17/18 £18.2k Quality of Life Projects £32.9 k Neighbourhood Small Schemes £10.7k Community Grants Scheme	The following funding has been awarded in 17/18 £21.0k Quality of Life Projects £18.7 k Neighbourhood Small Schemes £22.5k Community Grants Scheme

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

January 2017 – December 2017:

HOUSEHOLD WASTE 39.88% of our household waste , on average, was recycled over the last 12 months 	HOUSEHOLD WASTE 59.76% of our household waste was sent to landfill , on average, over the last 12 months	HOUSEHOLD WASTE 0.35% of our household waste required 'other' treatment , on average, over the last 12 months	COMMUNITY RECYCLING CENTRES 58.54% of waste was recycled at SBC Community Recycling Centres , on average, over the last 12 months (up from 56.23% in 2016)	ROAD SAFETY 8# people were killed on our roads in 2017 	ROAD SAFETY 52# people were seriously injured on our roads in 2017 
SB last year 39.03%	SB last year 60.71%	SB last year 0.26%		SB last year 12	SB last year 65

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

Waste Transfer Station

In August 2015 the Council approved a proposal to close Easter Langlee landfill site when its existing capacity runs out. Planning permission has been obtained to build a new waste transfer station adjacent to the current landfill site which will allow the waste to be bulked up prior to transport to an alternative treatment facility. This change will allow the Council to continue managing its waste in line with legislation.

Construction for the new transfer station is underway, and will continue over the next 9 - 12 months. Waste transfer activities at the site will then



SBC's current landfill approach



Visualisation of SBC's new Waste Transfer Station

transfer over to the new building in a phased approach. Once the landfill site reaches its maximum capacity, which is

currently forecast to be mid 2019, the final section of the site will be capped off. Additional gas wells will be drilled

to capture emissions from the site and generate electricity, and the site will be seeded with grass.



DEVELOP OUR WORKFORCE

HOW ARE WE DOING?

April 2017 – March 2018:

Scottish Borders Council Modern Apprentice Programme

Alistair Colville graduated from the Modern Apprentice programme in 2017. His apprenticeship included compiling reports on Council performance and achieving the SVQ Level 3 Business and Administration qualification.

He said, "The role within the Performance team stood out to me as I could see that it would involve working with departments across the Council giving me the opportunity to have an insight into nearly all of the service areas that SBC cover."

Manager, Sarah Watters, commented, "Employing a Modern Apprentice was a great step for my team. Having a fresh perspective was very beneficial and seeing Alistair graduate from the programme and secure a full time position within SBC highlighted that this approach can be very worthwhile."

Tracey Beattie, Service Delivery Manager, welcomed Alistair to his new role in the SBC Customer Advice and Support Service, "Alistair's knowledge of the Council services and staff have benefited my team and he is an asset to the service as a whole."

Alistair concluded, "I feel like the MA programme allows young people an opportunity to get their foot in the door with SBC which can lead to opportunities within SBC. This has been the case with me as it allowed me to move from the Performance team into Customer Advice and Support once I had completed my MA with a qualification that I had obtained along with many other forms of knowledge revolving around Scottish Borders Council."



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

Our performance during 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 a key area of focus for SBC at this time.

WORK OPPORTUNITIES

38

work opportunities are being supported by SBC through our "Work Opportunities Policy" as of March 2018

(down from 50 in March 17)



APPRENTICESHIPS

30

apprentices are employed with SBC as of March 2018

(down from 36 in March 17)

APPRENTICESHIPS

53.33% male (Mar-18)

46.67% female (Mar-18)
across various departments such as Human Resources, Engineering, Finance

Of **94 Modern Apprentice opportunities** provided by Scottish Borders Council (SBC) since 2014, many have achieved positive outcomes and gone on to secure employment with SBC.

A recent analysis showed that **35 had secured jobs with SBC whilst 12 had secured roles with other employers. 5 had progressed to University or College places.** 36 remained within their apprenticeship period.



DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

April 2017 – March 2018:

CAPITAL RECEIPTS

£380.3k#

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

SBC last year £1,437.0k

OCCUPANCY RATES

88.8%

of **industrial and commercial properties** owned by the council were **occupied** as of March 2018

SBC last year 88.8%

Cemex UK, who operate a local Quarry and Asphalt Plant at Cowieslinn near Peebles, provide SB Contracts with aggregates, concrete and other roads materials. As part of their 'Lend a Hand' scheme ten of their staff from across the UK recently visited **Stable Life** to give the stables a much needed make-over.

Armed with paint brushes and paint they spent an enjoyable day painting the walls of all the stables and other buildings in the yard. Mags Powell (Business Development Manager) said "They did a fantastic job whitewashing

the stables and big shed which has really brightened the place up and saved us what would have been a huge task"

Stable Life (a charity based in Ashkirk) provides a safe, nurturing and learning experience using the horse and its environment to help young people reach their full potential and become healthier and happier with aspirations and dreams.

This is a great example of how the contracts that SBC awards can have a really positive impact within communities.



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

Our performance during 2017/18



COUNCIL PROPERTIES

21

properties are no longer required



7

properties are advertised for sale

7

properties are currently under offer

COUNCIL TAX

96.81%

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

above target

TOP 21 MAJOR PROJECTS
Of the **Top 21 major Projects** ongoing across the council:

18

are on target

3

are slightly behind target

0

are not on target

ENERGY CONSUMPTION*

we used **8,395,393** kilowatt hours of electricity at a

cost of **£919.7k**



(down from 8,914,731 in 16/17)
(down from £984.4k in 16/17)

ENERGY CONSUMPTION*

we used **12,671,962** kilowatt hours of gas at a

cost of **£299.8k**



(up from 11,989,595 in 16/17)
(up from £266.5k in 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.



ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

April 2017 – March 2018:

CUSTOMER INTERACTIONS

169,326

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

SBC last year

172,078

FREEDOM OF INFORMATION REQUESTS (FOI)

1,279

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

SBC last year

1,246

COMPLAINTS

691

customer complaints were closed by **SBC** in 2017/18

SBC last year

627

Social Media's role in Community Resilience

The Council's social media channels are a vital communication method, particularly during severe weather, and are used hand in hand with the website to ensure that residents can access the latest information.

During the 'Beast from the East' more than half of all visitors to the severe weather/roads update webpage came directly to the page from links in social media posts. The same was true of the school closure/school transport webpage.

Facebook posts during the severe weather reached over 1.35m people, with over 7,600



shares and 9,500 likes, and the number of followers increased by 1,745 in just eight days.

A single Tweet generated over 9,700 clicks through to the website.

Page 83 • ICT • customer focus • online services • partnership • ICT • customer focus • online services • partnership •

Our performance during 2017/18

CUSTOMER INTERACTIONS

62,432

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



(down from 62,470 in 16/17)

100,491

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



(down from 103,761 in 16/17)

FREEDOM OF INFORMATION

93.3%

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

(up from 92.5% in 16/17)

SOCIAL MEDIA

The number of engagements during 2017/18.



368,236



120,805

COMPLAINTS

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

Stage 1 complaints

4.0 days

(in line with 4.0 days in 16/17)

Stage 2 complaints

17.7 days

(up from 16.7 days in 16/17)

Escalated complaints

18.0 days

(up from 16.4 days in 16/17)

In 2017/18 we closed:

86.4%

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

(up from 85.8% in 16/17)

67.4%

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

(down from 76.6% in 16/17)

53.8%

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

(down from 67.9% in 16/17)







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

Correct at time of publication: 12 June 2018.

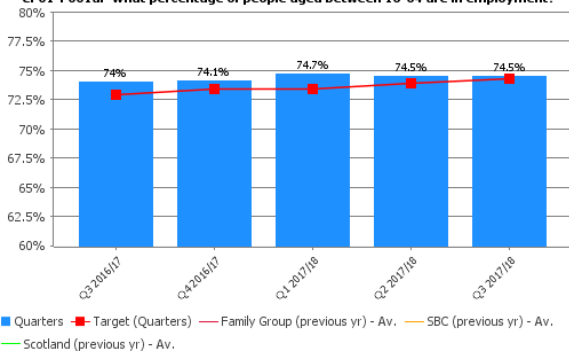

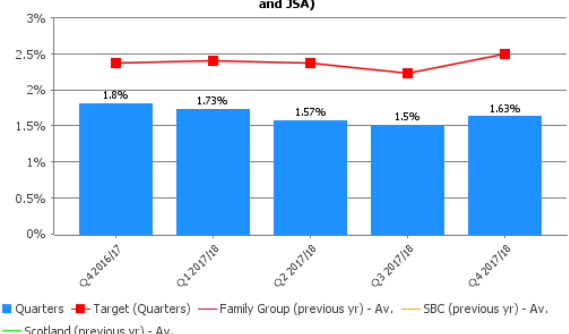

*Performance indicators with a quarter lag in data.

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Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

KEY	 Indicator is: <ul style="list-style-type: none"> On target and as forecast, or In line with national trend, or Showing a long term positive trend 	 Indicator is: <ul style="list-style-type: none"> Just off target /off forecast, or Showing longer term trends that need to be watched 	 Indicator is: <ul style="list-style-type: none"> Off target & not as forecast, or Out of line with national trends, or Showing longer term negative trends 	 Indicator is <ul style="list-style-type: none"> For information or context only, or Difficult to set a target, due to factors out with our control
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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	<p>CP01-P001aP What percentage of people aged between 16-64 are in employment?</p>  <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	74.5%	<p>Observations: The number of people in work is now 53,500 (74.5%), which is 200 more than in Q2 of 2017-18. The Scottish Borders rate remains higher than the Scottish rate (74.3%), but is below the UK rate (74.9%).</p> <p><i>Note: Red line indicates national rate, and one quarter lag in data</i></p>		Bryan McGrath
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p>  <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	1.63%	<p>Observations: The average rate of people aged 16-64 claiming out of work benefits was 1.62%, lower than the Scottish rate of 2.5%. At the end of March 2018, there were 1,150 people claiming out of works benefits, which is 115 more than at the end of the previous Quarter, but 130 less than at the same time last year.</p> <p><i>Note: Red line indicates national rate</i></p>		Bryan McGrath

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p> <table><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>3.7%</td></tr><tr><td>Q1 2017/18</td><td>3.43%</td></tr><tr><td>Q2 2017/18</td><td>3.43%</td></tr><tr><td>Q3 2017/18</td><td>3.2%</td></tr><tr><td>Q4 2017/18</td><td>3.43%</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q4 2016/17	3.7%	Q1 2017/18	3.43%	Q2 2017/18	3.43%	Q3 2017/18	3.2%	Q4 2017/18	3.43%	3.43%	<p>Observations:</p> <p>The average rate of people aged 18-24 claiming out of work benefits was 3.43% in the last Quarter, lower than the Scottish average of 3.5%. At the end of March 2018, there were 280 young people claiming out of work benefits, which is 35 more than at the end of the last Quarter and 20 less than at the same time last year.</p> <p><i>Note: Red line indicates national rate</i></p>	✔	Bryan McGrath
Quarter	Value (%)																
Q4 2016/17	3.7%																
Q1 2017/18	3.43%																
Q2 2017/18	3.43%																
Q3 2017/18	3.2%																
Q4 2017/18	3.43%																
Number of new Business Start Ups -Through Business Gateway	<p>CP01-P001dP How many new businesses has Business Gateway help create?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>74</td></tr><tr><td>Q1 2017/18</td><td>57</td></tr><tr><td>Q2 2017/18</td><td>50</td></tr><tr><td>Q3 2017/18</td><td>54</td></tr><tr><td>Q4 2017/18</td><td>63</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	74	Q1 2017/18	57	Q2 2017/18	50	Q3 2017/18	54	Q4 2017/18	63	63	<p>Observations:</p> <p>Business Gateway start-up Advisers assisted a total of sixty three start-up businesses in the fourth quarter of 2017/18. Historically there is a higher number of start-ups in Q4 of each year, and this year would confirm that.. It is encouraging for the region to be producing this level of start-up activity in the current climate and it is hoped that this can be sustained through the next quarter.</p>	✔	Bryan McGrath
Quarter	Value																
Q4 2016/17	74																
Q1 2017/18	57																
Q2 2017/18	50																
Q3 2017/18	54																
Q4 2017/18	63																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Business supported through Business Gateway	<p>CP01-P001eP How many businesses has Business Gateway supported?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>173</td></tr><tr><td>Q1 2017/18</td><td>286</td></tr><tr><td>Q2 2017/18</td><td>324</td></tr><tr><td>Q3 2017/18</td><td>371</td></tr><tr><td>Q4 2017/18</td><td>343</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	173	Q1 2017/18	286	Q2 2017/18	324	Q3 2017/18	371	Q4 2017/18	343	343	<p>Observations:</p> <p>There were 343 businesses assisted by Business Gateway during this Quarter. Although the number is down on the previous Quarter, it is significantly above that for the same period last year and compares favourably with historical data. This activity shows that Business Gateway advisers are working closely with businesses that are fully engaged and value the services it provides. These are businesses that have strong growth potential.</p>		Bryan McGrath
Quarter	Value																
Q4 2016/17	173																
Q1 2017/18	286																
Q2 2017/18	324																
Q3 2017/18	371																
Q4 2017/18	343																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001fP How many loans to local businesses did we award?</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	3	<p>Observations:</p> <p>Three loans were approved in this Quarter from four applications. The businesses benefiting from these loans are in the retail, leisure, and construction sectors. The local business loan fund continues to be marketed and is aimed at businesses where projects would not meet the criteria for the Business Loans Scotland scheme.</p>		Bryan McGrath
Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001gP How much money did those loans add up to?</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£41,148	<p>Note - The local Scottish Borders Business Loan Fund offers loans up to £20k with no interest. Business Loans Scotland (BLS) offers loans of £25-100k with 6% interest</p>		Bryan McGrath

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Scottish Borders Business Fund - Number of grants	<p>CP01-P001hP How many grants to local businesses did we award?</p> <table><thead><tr><th>Quarter</th><th>Grants</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>8</td></tr><tr><td>Q1 2017/18</td><td>12</td></tr><tr><td>Q2 2017/18</td><td>7</td></tr><tr><td>Q3 2017/18</td><td>7</td></tr><tr><td>Q4 2017/18</td><td>7</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Grants	Q4 2016/17	8	Q1 2017/18	12	Q2 2017/18	7	Q3 2017/18	7	Q4 2017/18	7	7	<p>Observations:</p> <p>The number of grants awarded in this Quarter was unchanged from the previous Quarter with 7 grants approved from 8 applications. The £24,353 awarded in this Quarter is expected to create leverage of £32,866 in private sector project spend. It is predicted that 27 (FTE) jobs will be created and 23 jobs safeguarded as a result of these projects. Sectors supported include tourism, retail, and food and drink.</p>		Bryan McGrath
Quarter	Grants																
Q4 2016/17	8																
Q1 2017/18	12																
Q2 2017/18	7																
Q3 2017/18	7																
Q4 2017/18	7																
Scottish Borders Business Fund - Value of grants	<p>CP01-P001iP How much money did those grants add up to?</p> <table><thead><tr><th>Quarter</th><th>Value (£)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>£26,671.04</td></tr><tr><td>Q1 2017/18</td><td>£32,866.00</td></tr><tr><td>Q2 2017/18</td><td>£20,395.40</td></tr><tr><td>Q3 2017/18</td><td>£18,367.25</td></tr><tr><td>Q4 2017/18</td><td>£24,352.94</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q4 2016/17	£26,671.04	Q1 2017/18	£32,866.00	Q2 2017/18	£20,395.40	Q3 2017/18	£18,367.25	Q4 2017/18	£24,352.94	£24,352.94			Bryan McGrath
Quarter	Value (£)																
Q4 2016/17	£26,671.04																
Q1 2017/18	£32,866.00																
Q2 2017/18	£20,395.40																
Q3 2017/18	£18,367.25																
Q4 2017/18	£24,352.94																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of Planning Applications Received	<p>CP01-P001jP How many planning applications do we receive?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>374</td></tr><tr><td>Q1 2017/18</td><td>314</td></tr><tr><td>Q2 2017/18</td><td>319</td></tr><tr><td>Q3 2017/18</td><td>302</td></tr><tr><td>Q4 2017/18</td><td>312</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	374	Q1 2017/18	314	Q2 2017/18	319	Q3 2017/18	302	Q4 2017/18	312	312	<p>Observations:</p> <p>The total number of planning applications received in the first quarter of 2018 was 312 a reduction 73 (or 19%) on the same period in 2017.</p>		Ian Aikman
Quarter	Value																
Q4 2016/17	374																
Q1 2017/18	314																
Q2 2017/18	319																
Q3 2017/18	302																
Q4 2017/18	312																
Page 99 Time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	<p>CP01-P001kP How long in weeks does it take on average to process all planning applications for major developments?</p> <table><thead><tr><th>Quarter</th><th>Value (wks)</th></tr></thead><tbody><tr><td>Q3 2016/17</td><td>0.0</td></tr><tr><td>Q4 2016/17</td><td>0.0</td></tr><tr><td>Q1 2017/18</td><td>12.6</td></tr><tr><td>Q2 2017/18</td><td>0.0</td></tr><tr><td>Q3 2017/18</td><td>11.0</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (wks)	Q3 2016/17	0.0	Q4 2016/17	0.0	Q1 2017/18	12.6	Q2 2017/18	0.0	Q3 2017/18	11.0	11.0	<p>Observations:</p> <p>Figures received from Scottish Government show an adjusted position of 11.0 weeks for Q3. All major developments are now subject to processing agreements.</p>		Ian Aikman
Quarter	Value (wks)																
Q3 2016/17	0.0																
Q4 2016/17	0.0																
Q1 2017/18	12.6																
Q2 2017/18	0.0																
Q3 2017/18	11.0																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 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)	<p>CP01-P001IP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table><thead><tr><th>Quarter</th><th>Value (wks)</th></tr></thead><tbody><tr><td>Q3 2016/17</td><td>6.9</td></tr><tr><td>Q4 2016/17</td><td>7.9</td></tr><tr><td>Q1 2017/18</td><td>7.9</td></tr><tr><td>Q2 2017/18</td><td>7.8</td></tr><tr><td>Q3 2017/18</td><td>7.8</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (wks)	Q3 2016/17	6.9	Q4 2016/17	7.9	Q1 2017/18	7.9	Q2 2017/18	7.8	Q3 2017/18	7.8	7.8	<p>Observations:</p> <p>Figures received from Scottish Government show an adjusted position of 7.8 weeks for Q3. This compares to 7.8 weeks in Q2 2017/18 and 6.9 weeks in Q3 2016/17. Performance in this category of development continues to be heavily influenced by the requirement for legal agreements to secure development contributions.</p>		Ian Aikman
Quarter	Value (wks)																
Q3 2016/17	6.9																
Q4 2016/17	7.9																
Q1 2017/18	7.9																
Q2 2017/18	7.8																
Q3 2017/18	7.8																
Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P001mP How long in weeks does it take on average to process all planning applications for household developments?</p> <table><thead><tr><th>Quarter</th><th>Value (wks)</th></tr></thead><tbody><tr><td>Q3 2016/17</td><td>7.4</td></tr><tr><td>Q4 2016/17</td><td>6.6</td></tr><tr><td>Q1 2017/18</td><td>6.9</td></tr><tr><td>Q2 2017/18</td><td>6.8</td></tr><tr><td>Q3 2017/18</td><td>6.7</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (wks)	Q3 2016/17	7.4	Q4 2016/17	6.6	Q1 2017/18	6.9	Q2 2017/18	6.8	Q3 2017/18	6.7	6.7	<p>Observations:</p> <p>Figures received from Scottish Government show an adjusted position of 6.7 weeks for Q3. This compares to 6.8 weeks in Q2 2017/18 and 7.4 weeks in Q3 2016/17. This reflects continued good performance, ahead of the statutory 8 week determination period.</p>		Ian Aikman
Quarter	Value (wks)																
Q3 2016/17	7.4																
Q4 2016/17	6.6																
Q1 2017/18	6.9																
Q2 2017/18	6.8																
Q3 2017/18	6.7																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
% of Invoices paid within 30 days	<p>CP01-P001rP How many invoices, received by us, were paid within 30 days of receiving the invoice?</p> <table><thead><tr><th>Quarter</th><th>% of Invoices paid within 30 days</th></tr></thead><tbody><tr><td>Q4-2016/17</td><td>92%</td></tr><tr><td>Q1-2017/18</td><td>66%</td></tr><tr><td>Q2-2017/18</td><td>75%</td></tr><tr><td>Q3-2017/18</td><td>85%</td></tr><tr><td>Q4-2017/18</td><td>82%</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	% of Invoices paid within 30 days	Q4-2016/17	92%	Q1-2017/18	66%	Q2-2017/18	75%	Q3-2017/18	85%	Q4-2017/18	82%	82%	<p>Observations:</p> <p>The consistency of the indicator level has improved, however remains lower than expected. Further analysis is ongoing to better understand and determine the accuracy of the metrics behind the reporting functionality.</p>		Kathryn Dickson
Quarter	% of Invoices paid within 30 days																
Q4-2016/17	92%																
Q1-2017/18	66%																
Q2-2017/18	75%																
Q3-2017/18	85%																
Q4-2017/18	82%																
How many additional homes were provided last year that were affordable to people in the Borders, based on our wages?	<p>CP01-P001tP How many additional homes were provided last year that were affordable to people in the Borders, based on our wages?</p> <table><thead><tr><th>Year</th><th>Additional homes provided</th></tr></thead><tbody><tr><td>2013/14</td><td>72</td></tr><tr><td>2014/15</td><td>62</td></tr><tr><td>2015/16</td><td>220</td></tr><tr><td>2016/17</td><td>131</td></tr><tr><td>2017/18</td><td>145</td></tr></tbody></table> <p>■ Years — Family Group - Av. — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland - Av. — Scotland (previous yr) - Av.</p>	Year	Additional homes provided	2013/14	72	2014/15	62	2015/16	220	2016/17	131	2017/18	145	145	<p>Observations:</p> <p>A total of 145 homes were delivered over the financial period 2017-18, higher than the 83 envisaged in Strategic Housing Investment Plan (SHIP) 2018/2023, and above our target of 128. Of these, Registered Social Landlords have delivered 112 units through new build, remodelling and acquisitions. 33 individual home purchases have been assisted via the Scottish Government's Open Market Shared Ownership mechanism. The 112 RSL delivered units included:</p> <ul style="list-style-type: none">. 18 at Roxburgh Street, Kelso. 16 at Easter Langlee, Galashiels. 19 at Sergeants Park, Newtown St. Boswells. 16 at Todlaw, Duns. 21 at Chris Paterson Place, Galashiels		Cathie Fancy
Year	Additional homes provided																
2013/14	72																
2014/15	62																
2015/16	220																
2016/17	131																
2017/18	145																

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

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
What % of primary and secondary school pupils attend school?	<p>CP02-P24P What % of primary and secondary school pupils attend school?</p> <p>Legend: 2014/15 (dark green), 2015/16 (medium green), 2016/17 (light blue), 2017/18 (dark blue)</p>	92.7%	<p>Observations: Overall attendance remains consistent within primary and secondary schools. The historic trends remain constant without any major changes or fluctuations</p>		Donna Manson
What % of primary school pupils attend school?	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p> <p>Legend: 2014/15 (dark green), 2015/16 (medium green), 2016/17 (light blue), 2017/18 (dark blue)</p>	94.81%	<p>How are we performing: Q4 has traditionally seen a slightly higher level of attendance in comparison to Q3 and this trend has continued this year. Primary attendance remains consistent with previous years showing a higher level of attendance.</p> <p>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.</p>		Donna Manson

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																									
What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table><thead><tr><th>Quarter</th><th>2014/15</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>93.0%</td><td>93.0%</td><td>92.0%</td><td>91.5%</td></tr><tr><td>Q2</td><td>95.0%</td><td>94.0%</td><td>94.0%</td><td>93.5%</td></tr><tr><td>Q3</td><td>92.0%</td><td>92.0%</td><td>92.0%</td><td>90.5%</td></tr><tr><td>Q4</td><td>92.0%</td><td>92.0%</td><td>91.5%</td><td>90.5%</td></tr></tbody></table>	Quarter	2014/15	2015/16	2016/17	2017/18	Q1	93.0%	93.0%	92.0%	91.5%	Q2	95.0%	94.0%	94.0%	93.5%	Q3	92.0%	92.0%	92.0%	90.5%	Q4	92.0%	92.0%	91.5%	90.5%	90.56%	<p>Observations:</p> <p>Slight increase in attendance over previous quarter, which does not follow prior year trend. As above, analysis ongoing on the reasons for unauthorised and authorised absence.</p>		Donna Manson
Quarter	2014/15	2015/16	2016/17	2017/18																										
Q1	93.0%	93.0%	92.0%	91.5%																										
Q2	95.0%	94.0%	94.0%	93.5%																										
Q3	92.0%	92.0%	92.0%	90.5%																										
Q4	92.0%	92.0%	91.5%	90.5%																										
How many primary and secondary school pupils were excluded?	<p>CP02-P25P How many primary and secondary school pupils were excluded? (CP02-P25P)</p> <table><thead><tr><th>Quarter</th><th>2014/15</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>58</td><td>25</td><td>42</td><td>42</td></tr><tr><td>Q2</td><td>56</td><td>40</td><td>64</td><td>50</td></tr><tr><td>Q3</td><td>61</td><td>40</td><td>76</td><td>77</td></tr><tr><td>Q4</td><td>91</td><td>62</td><td>80</td><td>48</td></tr></tbody></table>	Quarter	2014/15	2015/16	2016/17	2017/18	Q1	58	25	42	42	Q2	56	40	64	50	Q3	61	40	76	77	Q4	91	62	80	48	47	<p>How are we performing:</p> <p>Q4 has seen a significant decrease this year in comparison to the same period last year. The majority of exclusions were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period).</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions individually within each area and school individually. The lower levels realised in Q4 2017/18) has resulted from action planning within specific school contexts to ensure a clear focus on managing and ultimately reducing exclusions during 2017/18.</p>		Donna Manson
Quarter	2014/15	2015/16	2016/17	2017/18																										
Q1	58	25	42	42																										
Q2	56	40	64	50																										
Q3	61	40	76	77																										
Q4	91	62	80	48																										

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
How many primary school pupils were excluded?	<p>CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)</p> <table><thead><tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>2015/16</td><td>8</td><td>6</td><td>3</td><td>6</td></tr><tr><td>2016/17</td><td>9</td><td>14</td><td>11</td><td>12</td></tr><tr><td>2017/18</td><td>12</td><td>17</td><td>13</td><td>7</td></tr></tbody></table>	Year	Q1	Q2	Q3	Q4	2015/16	8	6	3	6	2016/17	9	14	11	12	2017/18	12	17	13	7	7	<p>How are we performing: Q4 has seen a significant decrease of exclusions within primary schools over previous quarters and compared to previous years.</p> <p>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.</p>		Donna Manson
Year	Q1	Q2	Q3	Q4																					
2015/16	8	6	3	6																					
2016/17	9	14	11	12																					
2017/18	12	17	13	7																					
How many secondary school pupils were excluded?	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p> <table><thead><tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>2015/16</td><td>33</td><td>33</td><td>38</td><td>57</td></tr><tr><td>2016/17</td><td>32</td><td>50</td><td>66</td><td>69</td></tr><tr><td>2017/18</td><td>30</td><td>32</td><td>65</td><td>40</td></tr></tbody></table>	Year	Q1	Q2	Q3	Q4	2015/16	33	33	38	57	2016/17	32	50	66	69	2017/18	30	32	65	40	40	<p>How are we performing: Q4 has seen a decrease in the number of secondary school exclusions in comparison to Q3 and in comparison to previous years.</p> <p>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.</p>		Donna Manson
Year	Q1	Q2	Q3	Q4																					
2015/16	33	33	38	57																					
2016/17	32	50	66	69																					
2017/18	30	32	65	40																					

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Schools/Nurseries inspected per Quarter	<p>CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?</p>	1	<p>Observations: One inspection during Q4. St Ronan's Primary School received a full inspection. St Ronan's Primary School Report was satisfactory overall with areas highlighted for improvement.</p> <p><i>Note: during Q4 there was also 1 private nursery inspection (Berwickshire Housing Association's "Little Reivers", with predominantly good and satisfactory evaluation)</i></p>		Donna Manson
Annual Participation Measure – Training & Personal Development	<p>Annual Participation Measure</p>	1.2%	<p>Observations: This participation measure replaces the previous "positive destinations" measure.</p>		Donna Manson
Annual Participation Measure - Employment		17.5%	<p>In 2017, 92.5% of 16-19 year olds in Scottish Borders were participating in education, training or employment compared to 91.1% nationally and 91.4% in SB 2016. 1.2% are participating in Training & Personal Development, 17.5% in Employment and 73.9% in Education. The participation rate varies by age group as follows:</p> <ul style="list-style-type: none"> 16 yrs – 99.0% (98.8% Scot, 99.4% SB 2016) 17 yrs – 95.0% (94.0% Scot, 95.0% SB 2016) 18 yrs – 90.0% (88.9% Scot, 90.2% SB 2016) 19 Yrs – 86.5% (83.4% Scot, 81.7% SB 2016) 		Donna Manson
Annual Participation Measure - Education		73.9%			Donna Manson

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.	<p>CP03-P002bP % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</p> <table><caption>CP03-P002bP % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</caption><tr><th>Quarter</th><th>Value (%)</th></tr><tr><td>Q4 2016/17</td><td>76%</td></tr><tr><td>Q1 2017/18</td><td>77%</td></tr><tr><td>Q2 2017/18</td><td>77%</td></tr><tr><td>Q3 2017/18</td><td>77%</td></tr><tr><td>Q4 2017/18</td><td>78%</td></tr></table>	Quarter	Value (%)	Q4 2016/17	76%	Q1 2017/18	77%	Q2 2017/18	77%	Q3 2017/18	77%	Q4 2017/18	78%	78%	<p>How are we performing:</p> <p>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 8 quarters.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>With the integration of Health and Social Care including more locality based services it is believed that we can further support clients to lead an independent life at home. As the integration continues to become established and more locality based services become active further increases within this PI could be realised</p>		Murray Leys
Quarter	Value (%)																
Q4 2016/17	76%																
Q1 2017/18	77%																
Q2 2017/18	77%																
Q3 2017/18	77%																
Q4 2017/18	78%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 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	<p>CP03-P004bP Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <caption>Percentage of Clients using the SDS approach based on Finance Commitment Records</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>59.0%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q1 2017/18</td> <td>66.0%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q2 2017/18</td> <td>70.9%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q3 2017/18</td> <td>74.1%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Q4 2017/18</td> <td>77.6%</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q4 2016/17	59.0%					Q1 2017/18	66.0%					Q2 2017/18	70.9%					Q3 2017/18	74.1%					Q4 2017/18	77.6%					77.6%	See below		Murray Leys
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																				
Q4 2016/17	59.0%																																								
Q1 2017/18	66.0%																																								
Q2 2017/18	70.9%																																								
Q3 2017/18	74.1%																																								
Q4 2017/18	77.6%																																								
<p>How are we performing: The % of adults who are now directing their own care and support has increased in Q4. 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. However due to the nature of the support and tight timelines to provide services, we will always remain slightly lower than 100%).</p> <p>Actions we are taking to improve/maintain performance: As new clients are assessed using the Self Directed Support (SDS) and SBC is continuing the progression of existing clients, during reassessment, onto the Self Directed Support (SDS) approach. Bi monthly performance clinics are held and this measure is monitored and discussed to ensure continued progression towards target.</p> <p>This measurement compares the number of clients who receive a financial commitment which would be considered a package of care/support with those who are assessed using the SDS approach. This is a more representative measure of the SDS implementation within the Scottish Borders.</p> <p>We continue to review this measurement to improve its' accuracy and identify the individuals and groups who we need to transition onto the SDS approach.</p>																																									

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Adults with self-directed care arrangements per 1,000 population	<p>CP03-P004P How many adults have self-directed care (SDS) arrangements? (rate per 1,000 people)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Rate per 1,000 people</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>15.58</td> </tr> <tr> <td>Q1 2017/18</td> <td>17.78</td> </tr> <tr> <td>Q2 2017/18</td> <td>18.39</td> </tr> <tr> <td>Q3 2017/18</td> <td>18.59</td> </tr> <tr> <td>Q4 2017/18</td> <td>19.15</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Rate per 1,000 people	Q4 2016/17	15.58	Q1 2017/18	17.78	Q2 2017/18	18.39	Q3 2017/18	18.59	Q4 2017/18	19.15	19.15	<p>Observations: By the end of 2018 there is an expectation that the majority of clients will be assessed using the SDS approach. At present all new clients are using the SDS approach and we continue to review and reassess existing clients using the SDS approach. The expectation is therefore that the rate of individuals using SDS arrangements per 1,000 population will increase.</p> <p>At present this measurement is no longer nationally published. As the SDS implementation continues the main measurement used by the Scottish Government to compare Local Authorities is the SDS implementation rates. This measurement is similar to CP03-P004b Percentage of Clients using the SDS approach based on Finance Commitment Records</p>		Murray Leys
Quarter	Rate per 1,000 people																
Q4 2016/17	15.58																
Q1 2017/18	17.78																
Q2 2017/18	18.39																
Q3 2017/18	18.59																
Q4 2017/18	19.15																
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P028P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>98%</td> </tr> <tr> <td>Q1 2017/18</td> <td>98%</td> </tr> <tr> <td>Q2 2017/18</td> <td>98%</td> </tr> <tr> <td>Q3 2017/18</td> <td>98%</td> </tr> <tr> <td>Q4 2017/18</td> <td>93%</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q4 2016/17	98%	Q1 2017/18	98%	Q2 2017/18	98%	Q3 2017/18	98%	Q4 2017/18	93%	93%	<p>How are we performing: The % of new service users receiving a service within 6 weeks of assessment is below target in Q4. 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.</p> <p>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%.</p>		Murray Leys
Quarter	Percentage																
Q4 2016/17	98%																
Q1 2017/18	98%																
Q2 2017/18	98%																
Q3 2017/18	98%																
Q4 2017/18	93%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Adult protection - Number of Concerns	<p>CP03-P149 Adult protection - Number of Concerns</p> <table><caption>CP03-P149 Adult protection - Number of Concerns</caption><thead><tr><th>Quarter</th><th>Number of Concerns</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>42</td></tr><tr><td>Q1 2017/18</td><td>50</td></tr><tr><td>Q2 2017/18</td><td>75</td></tr><tr><td>Q3 2017/18</td><td>78</td></tr><tr><td>Q4 2017/18</td><td>75</td></tr></tbody></table>	Quarter	Number of Concerns	Q4 2016/17	42	Q1 2017/18	50	Q2 2017/18	75	Q3 2017/18	78	Q4 2017/18	75	75	<p>Observations:</p> <p>We continued to see an increasing trend in the number of adult protection concerns raised. Q4 has seen a small drop in the number of concerns raised and 2017/18 appears to have some of the highest level experienced.</p>		Murray Leys
Quarter	Number of Concerns																
Q4 2016/17	42																
Q1 2017/18	50																
Q2 2017/18	75																
Q3 2017/18	78																
Q4 2017/18	75																
Adult protection - Number of Investigations	<p>CP03-P150 Adult protection - Number of Investigations</p> <table><caption>CP03-P150 Adult protection - Number of Investigations</caption><thead><tr><th>Quarter</th><th>Number of Investigations</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>26</td></tr><tr><td>Q1 2017/18</td><td>22</td></tr><tr><td>Q2 2017/18</td><td>38</td></tr><tr><td>Q3 2017/18</td><td>40</td></tr><tr><td>Q4 2017/18</td><td>32</td></tr></tbody></table>	Quarter	Number of Investigations	Q4 2016/17	26	Q1 2017/18	22	Q2 2017/18	38	Q3 2017/18	40	Q4 2017/18	32	32	<p>Observations:</p> <p>We continue to see a rise in the number of investigations undertaken for Adults at Risk in 2017/18, although there has been a small drop in the number of investigations in quarter 4</p>		Murray Leys
Quarter	Number of Investigations																
Q4 2016/17	26																
Q1 2017/18	22																
Q2 2017/18	38																
Q3 2017/18	40																
Q4 2017/18	32																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Looked After Children (aged 12+) in family-based placements compared to those in residential placements</p>	<p>CP03-P006P What % of children (aged 12+) are accommodated with family rather than residential placements?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4-2016/17</td> <td>76%</td> </tr> <tr> <td>Q1-2017/18</td> <td>74%</td> </tr> <tr> <td>Q2-2017/18</td> <td>73%</td> </tr> <tr> <td>Q3-2017/18</td> <td>72%</td> </tr> <tr> <td>Q4-2017/18</td> <td>71%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q4-2016/17	76%	Q1-2017/18	74%	Q2-2017/18	73%	Q3-2017/18	72%	Q4-2017/18	71%	71%	<p>How are we performing: We have seen a small decrease in the number of children over the age of 12 placed within a family setting during the last month of Q4. The overall trend has been declining over the past 3 quarters which is also true of the overall number of children being looked after. 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.</p> <p>Actions we are taking to improve/maintain performance: We have seen a continued increase in the number of foster carers within the Scottish Borders. In the past year we have increased and maintained the number of foster 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.</p>		Donna Manson
Quarter	Value (%)																
Q4-2016/17	76%																
Q1-2017/18	74%																
Q2-2017/18	73%																
Q3-2017/18	72%																
Q4-2017/18	71%																
<p>Looked After Children (All ages) in family-based placements compared to those in residential placements</p>	<p>CP03-P006bP Looked After Children in family-based placements compared to those in residential placements</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4-2016/17</td> <td>85%</td> </tr> <tr> <td>Q1-2017/18</td> <td>85%</td> </tr> <tr> <td>Q2-2017/18</td> <td>85%</td> </tr> <tr> <td>Q3-2017/18</td> <td>84%</td> </tr> <tr> <td>Q4-2017/18</td> <td>84%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q4-2016/17	85%	Q1-2017/18	85%	Q2-2017/18	85%	Q3-2017/18	84%	Q4-2017/18	84%	84%	<p>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.</p> <p>Actions we are taking to improve/maintain performance: We have seen a continued increase in the number of foster carers within the Scottish Borders. We continue to focus on improving the number of families setting available and specifically those who are able to accept children over the age of 12 years.</p>		Donna Manson
Quarter	Value (%)																
Q4-2016/17	85%																
Q1-2017/18	85%																
Q2-2017/18	85%																
Q3-2017/18	84%																
Q4-2017/18	84%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By										
Number of Looked After Children (LAC)	<p>CP03-P083P Number of Looked After Children (LAC)</p> <table><caption>CP03-P083P Number of Looked After Children (LAC)</caption><thead><tr><th>Year</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q4</td><td>200</td><td>224</td><td>224</td></tr></tbody></table>	Year	2015/16	2016/17	2017/18	Q4	200	224	224	224	<p>Observations:</p> <p>Q4 has seen another 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.</p> <p>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 an increase in larger family groups of three or four</p>		Donna Manson		
Year	2015/16	2016/17	2017/18												
Q4	200	224	224												
% of children looked after as a % of 0-17 year old population (with national comparators)	<p>CP03-P084P % of children looked after as a % of 0-17 year old population (with national comparators)</p> <table><caption>CP03-P084P % of children looked after as a % of 0-17 year old population (with national comparators)</caption><thead><tr><th>Year</th><th>2013/14</th><th>2014/15</th><th>2015/16</th><th>2016/17</th></tr></thead><tbody><tr><td>Years</td><td>0.8%</td><td>0.9%</td><td>1%</td><td>1.1%</td></tr></tbody></table>	Year	2013/14	2014/15	2015/16	2016/17	Years	0.8%	0.9%	1%	1.1%	1.1%	<p>Observations:</p> <p>While there is a slight increase in the %, our Looked After Children rate continues to be significantly less than the National 1.4% and the “Family Group” average (other local authorities similar to us)</p>		Donna Manson
Year	2013/14	2014/15	2015/16	2016/17											
Years	0.8%	0.9%	1%	1.1%											

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Inter-agency Referral Discussions (IRDs) held about a child	<p>CP03-P085P Number of Inter-agency Discussions (IRDs) held</p> <p>■ 2015/16 ■ 2016/17 ■ 2017/18</p>	159	<p>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.</p> <p>IRDs provide a whole system co-ordinated approach to ensuring vulnerable children are highlighted, supported and their situation monitored to provide stability.</p>		Donna Manson
Number of children on Child Protection Register	<p>CP03-P086P Number of children on Child Protection Register</p> <p>■ 2015/16 ■ 2016/17 ■ 2017/18</p>	44	<p>Observations: We have seen an increase of children on the Child Protection Register since Q3, but the number is lower than Q4 2016/17.</p>		Donna Manson

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
No. of People Referred to Welfare Benefits	<p>CP03-P035 No. of People Referred to Welfare Benefits</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>680</td><td>740</td><td>600</td></tr><tr><td>Q2</td><td>700</td><td>720</td><td>440</td></tr><tr><td>Q3</td><td>600</td><td>700</td><td>320</td></tr><tr><td>Q4</td><td>780</td><td>800</td><td>400</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	680	740	600	Q2	700	720	440	Q3	600	700	320	Q4	780	800	400	400	<p>Observations:</p> <p>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.</p> <p>As was reported in Q2 and Q3, 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.</p>		Les Grant
Quarter	2015/16	2016/17	2017/18																						
Q1	680	740	600																						
Q2	700	720	440																						
Q3	600	700	320																						
Q4	780	800	400																						
Welfare Benefit - Monetary Gain	<p>CP03-P036 Welfare Benefit - Monetary Gain</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>£2,100,000.00</td><td>£2,000,000.00</td><td>£2,800,000.00</td></tr><tr><td>Q2</td><td>£2,000,000.00</td><td>£2,200,000.00</td><td>£1,300,000.00</td></tr><tr><td>Q3</td><td>£1,700,000.00</td><td>£2,400,000.00</td><td>£2,100,000.00</td></tr><tr><td>Q4</td><td>£2,900,000.00</td><td>£1,900,000.00</td><td>£2,700,000.00</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	£2,100,000.00	£2,000,000.00	£2,800,000.00	Q2	£2,000,000.00	£2,200,000.00	£1,300,000.00	Q3	£1,700,000.00	£2,400,000.00	£2,100,000.00	Q4	£2,900,000.00	£1,900,000.00	£2,700,000.00	£2,432,311	<p>The number of referrals received increased in Q4 in comparison with Q3 but, because of the new processes for dealing with customer calls, remains lower than the figures before implementation of the new structure. This does not necessarily mean that fewer people are getting advice or assistance because the figures do not take account of the number of people who have been directed to other services or external agencies and this will be considered in future performance reporting.</p> <p>The value of monetary gain is again showing an increase on the previous quarter. Given the change of processes and roles within the new Customer Advice and Support Service structure it is encouraging to see this figure increase. Full year Monetary Gain for 2017/18 was £8,526k, 1.3% higher than £8,415k in 2016/17.</p> <p>SBC is working closely with partners to prepare for the introduction of Universal Credit.</p>		Les Grant
Quarter	2015/16	2016/17	2017/18																						
Q1	£2,100,000.00	£2,000,000.00	£2,800,000.00																						
Q2	£2,000,000.00	£2,200,000.00	£1,300,000.00																						
Q3	£1,700,000.00	£2,400,000.00	£2,100,000.00																						
Q4	£2,900,000.00	£1,900,000.00	£2,700,000.00																						

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of reported incidents of domestic abuse (cumulative)	<p>CP03-P037P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p> <table><caption>Cumulative Incidents of Domestic Abuse</caption><thead><tr><th>Period</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>180</td><td>220</td><td>300</td></tr><tr><td>Q2</td><td>430</td><td>460</td><td>610</td></tr><tr><td>Q3</td><td>650</td><td>660</td><td>890</td></tr><tr><td>Q4</td><td>900</td><td>880</td><td>1163</td></tr></tbody></table>	Period	2015/16	2016/17	2017/18	Q1	180	220	300	Q2	430	460	610	Q3	650	660	890	Q4	900	880	1163	1163	See below		Graham Jones
Period	2015/16	2016/17	2017/18																						
Q1	180	220	300																						
Q2	430	460	610																						
Q3	650	660	890																						
Q4	900	880	1163																						

Note: This PI is rated "Green" as the aim is to maximise reporting of domestic abuse.

Where we are currently
An increase of 195 reported incidents of domestic abuse in 2017/18 when compared to 2016/17, which equates to a 20.1% increase.

Our Successes/Our Issues

- We have successfully recruited a Modern Apprentice to work in the Domestic Abuse and Advocacy Service (DAAS) team, and a qualified domestic abuse advocate to deliver an outreach service as part of the STEPS project, this post has been vacant for over 15 months, however the Big Lottery have been happy with the way in which clients who need outreach have been supported to date – this has been provided by the DAAS service.
- The CEDAR Participation group are planning presentations to head teachers in schools to raise awareness of the benefit of CEDAR. The CEDAR Graduates have been shortlisted for an Adult Learners Award.
- The new data protection legislation will have a significant impact on information available to the DAAS service to address risk, with a reduction in information available to share for referrals where there is no criminal offence. DAAS is working with Police Scotland to find a solution to enable a full risk assessment to be conducted for such cases.

Service Update
Referrals to DAAS are significantly higher than last year, up 70.4%.

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of Referrals To Domestic Abuse Services (Cumulative)	<p>CP03-P158 Number of Referrals To SBC Domestic Abuse Services (Cumulative)</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>120</td><td>110</td><td>140</td></tr><tr><td>Q2</td><td>270</td><td>220</td><td>290</td></tr><tr><td>Q3</td><td>400</td><td>310</td><td>520</td></tr><tr><td>Q4</td><td>510</td><td>440</td><td>692</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	120	110	140	Q2	270	220	290	Q3	400	310	520	Q4	510	440	692	692	<p>Observations:</p> <p>Referrals to domestic abuse services 2017/18 are 17.7% higher than 2016/17. The increase is in part accounted for by the introduction of the Court Advocacy Service in October 2017 and increased referrals to DAAS service throughout 2017/18.</p>		Graham Jones
Quarter	2015/16	2016/17	2017/18																						
Q1	120	110	140																						
Q2	270	220	290																						
Q3	400	310	520																						
Q4	510	440	692																						
Page 66 CP03-P039P Number of Group 1-5 recorded crimes and offences (cumulative)	<p>CP03-P039P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>750</td><td>700</td><td>900</td></tr><tr><td>Q2</td><td>1550</td><td>1600</td><td>1900</td></tr><tr><td>Q3</td><td>2500</td><td>2500</td><td>2750</td></tr><tr><td>Q4</td><td>2900</td><td>3050</td><td>3448</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	750	700	900	Q2	1550	1600	1900	Q3	2500	2500	2750	Q4	2900	3050	3448	3,448	<p>Observations:</p> <p>A 13.2% increase in crimes in 2017/18 when compared to 2016/17. This equates to 401 additional victims.</p>		Graham Jones
Quarter	2015/16	2016/17	2017/18																						
Q1	750	700	900																						
Q2	1550	1600	1900																						
Q3	2500	2500	2750																						
Q4	2900	3050	3448																						

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number of ASB Incidents (cumulative)	<p>CP03-P141 Number of reported ASB incidents received via ASBU, RSL and Police Scotland (cumulative)</p> <table><caption>CP03-P141 Number of reported ASB incidents (cumulative)</caption><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>3,500</td><td>3,500</td><td>4,000</td></tr><tr><td>Q2</td><td>7,000</td><td>7,500</td><td>8,500</td></tr><tr><td>Q3</td><td>10,000</td><td>10,500</td><td>12,000</td></tr><tr><td>Q4</td><td>13,000</td><td>14,000</td><td>15,362</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	3,500	3,500	4,000	Q2	7,000	7,500	8,500	Q3	10,000	10,500	12,000	Q4	13,000	14,000	15,362	15,362	<p>Observations:</p> <p>An increase of 1265 incidents in 2017/18 when compared to 2016/17, which equates to a 9% increase. We continue to identify and intervene early in cases of antisocial behaviour.</p>		Graham Jones
Quarter	2015/16	2016/17	2017/18																						
Q1	3,500	3,500	4,000																						
Q2	7,000	7,500	8,500																						
Q3	10,000	10,500	12,000																						
Q4	13,000	14,000	15,362																						
Number of ASB Early Interventions	<p>CP03-P118 Number of early Interventions made by ASB Partners (cumulative)</p> <table><caption>CP03-P118 Number of early Interventions (cumulative)</caption><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>240</td><td>300</td><td>250</td></tr><tr><td>Q2</td><td>440</td><td>350</td><td>400</td></tr><tr><td>Q3</td><td>570</td><td>570</td><td>600</td></tr><tr><td>Q4</td><td>660</td><td>800</td><td>806</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	240	300	250	Q2	440	350	400	Q3	570	570	600	Q4	660	800	806	806	<p>Where we are currently</p> <p>An increase of 2 interventions in 2017/18 when compared to 2016/17, which equates to a 0.2% increase. Early interventions have helped to reduce the number of people being monitored for antisocial behaviour, which is positive.</p> <p>Our Successes/Our Issues</p> <p>We continue to work as a partnership to share information and respond in a coordinated way.</p> <p>What we are doing</p> <p>We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.</p>		Graham Jones
Quarter	2015/16	2016/17	2017/18																						
Q1	240	300	250																						
Q2	440	350	400																						
Q3	570	570	600																						
Q4	660	800	806																						

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Number monitored for ASB	<p>CP03-P119 Number of persons being monitored for antisocial behaviour (cumulative)</p> <table><caption>CP03-P119 Data</caption><thead><tr><th>Period</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>400</td><td>480</td><td>450</td></tr><tr><td>Q2</td><td>750</td><td>950</td><td>850</td></tr><tr><td>Q3</td><td>1100</td><td>1350</td><td>1250</td></tr><tr><td>Q4</td><td>1400</td><td>1750</td><td>1650</td></tr></tbody></table>	Period	2015/16	2016/17	2017/18	Q1	400	480	450	Q2	750	950	850	Q3	1100	1350	1250	Q4	1400	1750	1650	1688	<p>Where we are currently 137 fewer persons being monitored for antisocial behaviour in 2017/18 when compared to 2016/17, which equates to a 7.5% reduction</p> <p>Our Successes/Our Issues - The 7.5% reduction in people being monitored for ASB and the increase in early interventions made by partner agencies by 0.2% is positive.</p> <p>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</p>		Graham Jones
Period	2015/16	2016/17	2017/18																						
Q1	400	480	450																						
Q2	750	950	850																						
Q3	1100	1350	1250																						
Q4	1400	1750	1650																						
Number of referrals to mediation	<p>CP03-P120 Number of mediation referrals (cumulative)</p> <table><caption>CP03-P120 Data</caption><thead><tr><th>Period</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>25</td><td>35</td><td>50</td></tr><tr><td>Q2</td><td>65</td><td>65</td><td>80</td></tr><tr><td>Q3</td><td>95</td><td>95</td><td>120</td></tr><tr><td>Q4</td><td>130</td><td>150</td><td>155</td></tr></tbody></table>	Period	2015/16	2016/17	2017/18	Q1	25	35	50	Q2	65	65	80	Q3	95	95	120	Q4	130	150	155	152	<p>Where we are currently An increase of 3 referrals in 2017/18 when compared to 2016/17, which equates to a 2% increase.</p> <p>Our Successes/Our Issues The increase in referrals to the service is positive.</p> <p>What we are doing Increased integration of the mediation service into the daily operations of the ASBU. Awareness raising of the service.</p>		Graham Jones
Period	2015/16	2016/17	2017/18																						
Q1	25	35	50																						
Q2	65	65	80																						
Q3	95	95	120																						
Q4	130	150	155																						

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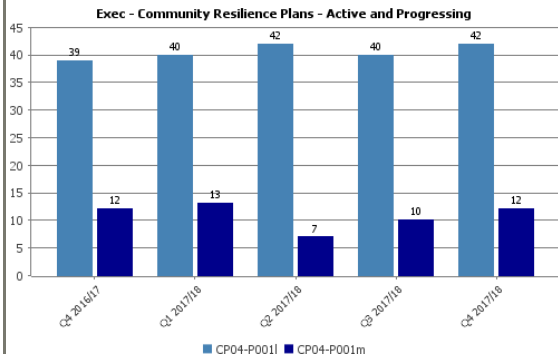


Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
<div>% of mediation cases that show agreement / improvement after mediation</div> <div>Page 109</div>	<div>CP03-P121 Percentage of mediation cases that show agreement/improvement after mediation (cumulative)</div> <table><thead><tr><th>Year</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>75%</td><td>70%</td><td>78%</td></tr><tr><td>Q2</td><td>75%</td><td>62%</td><td>63%</td></tr><tr><td>Q3</td><td>78%</td><td>64%</td><td>57%</td></tr><tr><td>Q4</td><td>78%</td><td>67%</td><td>47.2%</td></tr></tbody></table> <td>47.2%</td> <td><div>Where we are currently</div><div>A 19.8 percentage point reduction in the cases that show agreement/improvement after mediation in 2017/18 when compared to 2016/17. Unlike previous years, this % is now based on success rate on ALL cases referred to the Mediation Officer within the Safer Communities ASB team. Previously, cases referred to the ASB team were assessed as whether they were suitable for mediation or not. Cases that are referred to the Officer have a tendency to be more challenging to resolve, and as a consequence are less likely to be receptive to mediation</div><div>Our Successes/Our Issues</div><div>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.</div><div>What we are doing</div><div>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.</div></td> <td></td> <td>Graham Jones</td>	Year	2015/16	2016/17	2017/18	Q1	75%	70%	78%	Q2	75%	62%	63%	Q3	78%	64%	57%	Q4	78%	67%	47.2%	47.2%	<div>Where we are currently</div> <div>A 19.8 percentage point reduction in the cases that show agreement/improvement after mediation in 2017/18 when compared to 2016/17. Unlike previous years, this % is now based on success rate on ALL cases referred to the Mediation Officer within the Safer Communities ASB team. Previously, cases referred to the ASB team were assessed as whether they were suitable for mediation or not. Cases that are referred to the Officer have a tendency to be more challenging to resolve, and as a consequence are less likely to be receptive to mediation</div> <div>Our Successes/Our Issues</div> <div>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.</div> <div>What we are doing</div> <div>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.</div>		Graham Jones
Year	2015/16	2016/17	2017/18																						
Q1	75%	70%	78%																						
Q2	75%	62%	63%																						
Q3	78%	64%	57%																						
Q4	78%	67%	47.2%																						

Priority 4: Communities– Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
SB Alert - No. of people registered	<p>CP04-P001nP How many people have registered for SB Alert?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>4,692</td></tr><tr><td>Q1 2017/18</td><td>4,492</td></tr><tr><td>Q2 2017/18</td><td>4,998</td></tr><tr><td>Q3 2017/18</td><td>4,712</td></tr><tr><td>Q4 2017/18</td><td>5,163</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	4,692	Q1 2017/18	4,492	Q2 2017/18	4,998	Q3 2017/18	4,712	Q4 2017/18	5,163	5,163	<p>Observations: There are now 5,163 people registered with SB Alert, 664 more than Q4 2016/17.</p>		Jim Fraser
Quarter	Value																
Q4 2016/17	4,692																
Q1 2017/18	4,492																
Q2 2017/18	4,998																
Q3 2017/18	4,712																
Q4 2017/18	5,163																

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Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																		
No. of Active community resilience plans (cumulative)	 <table><caption>Exec - Community Resilience Plans - Active and Progressing</caption><thead><tr><th>Quarter</th><th>CP04-P001l (Active)</th><th>CP04-P001m (Progressing)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>39</td><td>12</td></tr><tr><td>Q4 2017/16</td><td>40</td><td>13</td></tr><tr><td>Q4 2017/18</td><td>42</td><td>7</td></tr><tr><td>Q4 2017/18</td><td>40</td><td>10</td></tr><tr><td>Q4 2017/18</td><td>42</td><td>12</td></tr></tbody></table>	Quarter	CP04-P001l (Active)	CP04-P001m (Progressing)	Q4 2016/17	39	12	Q4 2017/16	40	13	Q4 2017/18	42	7	Q4 2017/18	40	10	Q4 2017/18	42	12	42	Observations: The number of active community resilience plans now stands at 42, 3 more than in Q4 2016/17. There are also currently 12 community council areas with a progressing "Resilient Communities" plan.		Jim Fraser
Quarter		CP04-P001l (Active)	CP04-P001m (Progressing)																				
Q4 2016/17	39	12																					
Q4 2017/16	40	13																					
Q4 2017/18	42	7																					
Q4 2017/18	40	10																					
Q4 2017/18	42	12																					
No. of Progressing community resilience plans (cumulative)	12	<p>The Resilient Communities initiative enables communities to respond locally to incidents such as severe weather more effectively, with appropriate training and support from SBC. They do this by carrying out local tasks such as:</p> <ul style="list-style-type: none">• Clearing snow from pathways/community facilities• Delivering supplies• Providing meals and assistance to those in need• Communicating with residents as well as the Emergency Bunker based at HQ <p>SBC support the groups by providing equipment, First Aid and general training as well as early warnings of severe weather or other important information. SBC are calling on local people to either join a group or approach the Council to set up their own. More information about resilient communities can be found at https://www.scotborders.gov.uk/info/20008/emergencies_and_safety/191/resilient_communities</p>		Jim Fraser																			

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																														
Community Grant - No. of grants awarded	<p>CP04-P001aP How many grants did we award from the Community Grant Scheme?</p> <table><tr><th>Quarters</th><th>Target (Quarters)</th><th>Family Group (previous yr) - Av.</th><th>SBC (previous yr) - Av.</th><th>Scotland (previous yr) - Av.</th></tr><tr><td>Q4 2016/17</td><td>6</td><td></td><td></td><td></td></tr><tr><td>Q1 2017/18</td><td>14</td><td></td><td></td><td></td></tr><tr><td>Q2 2017/18</td><td>7</td><td></td><td></td><td></td></tr><tr><td>Q3 2017/18</td><td>4</td><td></td><td></td><td></td></tr><tr><td>Q4 2017/18</td><td>10</td><td></td><td></td><td></td></tr></table>	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q4 2016/17	6				Q1 2017/18	14				Q2 2017/18	7				Q3 2017/18	4				Q4 2017/18	10				10	<p>Observations: Number of awards in Q4 2017/18(10) is higher the equivalent awards in Q4 2016/17(6). There were also 6 further applications (originally presented to CGS) which were re-directed down Quality of Life funding route totalling £7,506.80.</p> <p>The total value of awards in Q4 2017/18 is £17,835 which is higher than £13,211 in Q4 2016/17. The total project cost values in each quarter can vary significantly dependent on the size of projects supported.</p>		
Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																															
Q4 2016/17	6																																		
Q1 2017/18	14																																		
Q2 2017/18	7																																		
Q3 2017/18	4																																		
Q4 2017/18	10																																		
Community Grant - Value funding granted	<p>Exec - Community Grant Scheme: Grants / Total Project Value</p> <table><tr><th>Quarters</th><th>CP04-P001b</th><th>CP04-P001c</th></tr><tr><td>Q4 2016/17</td><td>£13,211</td><td>£214,247</td></tr><tr><td>Q1 2017/18</td><td>£43,179</td><td>£204,097</td></tr><tr><td>Q2 2017/18</td><td>£31,926</td><td>£120,421</td></tr><tr><td>Q3 2017/18</td><td>£11,833</td><td>£9,979</td></tr><tr><td>Q4 2017/18</td><td>£17,835</td><td>£71,301</td></tr></table>	Quarters	CP04-P001b	CP04-P001c	Q4 2016/17	£13,211	£214,247	Q1 2017/18	£43,179	£204,097	Q2 2017/18	£31,926	£120,421	Q3 2017/18	£11,833	£9,979	Q4 2017/18	£17,835	£71,301	£17,835	<p>The total value of project costs in Q4 2017/18 is down in relation to the equivalent Q4 in 2016/17 (£214,247) however awards made in this quarter were for small projects only and the equivalent Q4 in 2016/17 included a £198k project (Peebles Lawn Tennis 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 following the public vote who will be approaching CGS in the near future’.</p>														
Quarters	CP04-P001b	CP04-P001c																																	
Q4 2016/17	£13,211	£214,247																																	
Q1 2017/18	£43,179	£204,097																																	
Q2 2017/18	£31,926	£120,421																																	
Q3 2017/18	£11,833	£9,979																																	
Q4 2017/18	£17,835	£71,301																																	
Community Grant Award - Total Project Cost		£71,301																																	

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Shona Smith

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
National Lottery Funds - Overall Award Total	<p>CP04-P001FP What was the total value of National Lottery Funding received in the Scottish Borders?</p> <table><thead><tr><th>Quarter</th><th>Value (£)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>£1,194,712.00</td></tr><tr><td>Q1 2017/18</td><td>£190,869.00</td></tr><tr><td>Q2 2017/18</td><td>£301,020.00</td></tr><tr><td>Q3 2017/18</td><td>£161,589.00</td></tr><tr><td>Q4 2017/18</td><td>£242,608.00</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q4 2016/17	£1,194,712.00	Q1 2017/18	£190,869.00	Q2 2017/18	£301,020.00	Q3 2017/18	£161,589.00	Q4 2017/18	£242,608.00	£242,608	<p>How are we performing?</p> <p>Overall in Q4 2017/18 there were 13 projects awarded a total of £242,608. The number of grants awarded (up to £10k) was 10, lower than the 12 awards in Q4 2016/17. The awards total (above £10k) in Q4 2017/18 was significantly lower than Q4 2016/17 at £165,248 due to 2 large awards in that period. There are a number of unsuccessful Localities Bid Fund applicants directed to Awards for All, some of which have already secured funding. We will be working closely with the larger projects who were unsuccessful in the Localities Bid Fund, some of which may be appropriate for Lottery Funding. Currently we have a number of pipeline projects, 4 are progressing towards stage 2 funding and if are successful will secure just over £1.5m.</p> <p>Actions we are taking to improve or maintain performance</p> <p>We continue to promote all of our external funding streams on our SBC website which enables us to not only maximise our internal funds but to also leverage more funding into Scottish Borders.</p> <p>We also continue to work closely with our partners and 3rd sector to provide assistance, support and increase the capacity within our communities to enable the development of major projects within the area and to secure large scale funding.</p>		Shona Smith
Quarter	Value (£)																
Q4 2016/17	£1,194,712.00																
Q1 2017/18	£190,869.00																
Q2 2017/18	£301,020.00																
Q3 2017/18	£161,589.00																
Q4 2017/18	£242,608.00																

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Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Quality of Life Fund – Total value of funds awarded (cumulative)	<p>CP04-P001JP The Total value of funds awarded from the Quality of Life Fund (cumulative)</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>£40,000.00</td><td>£10,000.00</td><td></td></tr><tr><td>Q2</td><td>£70,000.00</td><td>£35,000.00</td><td></td></tr><tr><td>Q3</td><td>£85,000.00</td><td>£70,000.00</td><td></td></tr><tr><td>Q4</td><td>£110,000.00</td><td>£110,544.00</td><td></td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	£40,000.00	£10,000.00		Q2	£70,000.00	£35,000.00		Q3	£85,000.00	£70,000.00		Q4	£110,000.00	£110,544.00		£110,544	<p>Observations: Cumulatively to Q4 2017/18, 65 projects were awarded a total of £110,544. Of these 2 were carried forward from 2016/17. Amounts awarded ranged from £56 to £12,079 and have averaged £1,701.</p>		Jason Hedley
Quarter	2015/16	2016/17	2017/18																						
Q1	£40,000.00	£10,000.00																							
Q2	£70,000.00	£35,000.00																							
Q3	£85,000.00	£70,000.00																							
Q4	£110,000.00	£110,544.00																							
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	<p>CP04-P001KP The Total value of funds awarded from the Neighbourhood Small Schemes Fund (cumulative)</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>£110,000.00</td><td>£25,000.00</td><td></td></tr><tr><td>Q2</td><td>£150,000.00</td><td>£80,000.00</td><td></td></tr><tr><td>Q3</td><td>£210,000.00</td><td>£120,000.00</td><td></td></tr><tr><td>Q4</td><td>£280,000.00</td><td>£151,796.00</td><td></td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	£110,000.00	£25,000.00		Q2	£150,000.00	£80,000.00		Q3	£210,000.00	£120,000.00		Q4	£280,000.00	£151,796.00		£151,796	<p>Observations: Cumulatively to Q4 2017/18, 90 projects were awarded a total of £151,796. Amounts awarded ranged from £32 to £10,200 and have averaged £1,687.</p>		Jason Hedley
Quarter	2015/16	2016/17	2017/18																						
Q1	£110,000.00	£25,000.00																							
Q2	£150,000.00	£80,000.00																							
Q3	£210,000.00	£120,000.00																							
Q4	£280,000.00	£151,796.00																							

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
The number of people carrying out volunteer work with SBC	<p>CP04-P001oP The number of people carrying out volunteer work with SBC</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>84</td></tr><tr><td>Q1 2017/18</td><td>215</td></tr><tr><td>Q2 2017/18</td><td>210</td></tr><tr><td>Q3 2017/18</td><td>220</td></tr><tr><td>Q4 2017/18</td><td>213</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	84	Q1 2017/18	215	Q2 2017/18	210	Q3 2017/18	220	Q4 2017/18	213	213	<p>Observations: 1471.5 volunteering hours during Q4 equating to economic benefit of £17,867.01</p> <p>The volunteer figures consist of information from the following services:</p> <ul style="list-style-type: none">• Community Learning & Development• Walk It• Community Capacity Building Project• Mental Health Service <p>Volunteering takers on many forms ranging from running clubs to attending meetings</p>		Shona Smith
Quarter	Value																
Q4 2016/17	84																
Q1 2017/18	215																
Q2 2017/18	210																
Q3 2017/18	220																
Q4 2017/18	213																

Priority 5: High Quality Environment – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001cP How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average)</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	39.88%	<p>Observations:</p> <p>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 an increase in the glass (which may be due to the data received from our 3rd party), wood and rubble collected at the recycling centres during this period and a slight decrease in the waste collected. Future data will help inform this.</p>		Ross Sharp-Dent
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001dP How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average)</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	59.76%	<p>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.</p>		Ross Sharp-Dent

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001eP How much of our household waste requires other treatment (%) - UNVERIFIED (cumulative rolling average)</p> <table><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q4 2016</td><td>0.26</td></tr><tr><td>Q1 2017</td><td>0.29</td></tr><tr><td>Q2 2017</td><td>0.31</td></tr><tr><td>Q3 2017</td><td>0.34</td></tr><tr><td>Q4 2017</td><td>0.35</td></tr></tbody></table>	Quarter	Value (%)	Q4 2016	0.26	Q1 2017	0.29	Q2 2017	0.31	Q3 2017	0.34	Q4 2017	0.35	0.35%	<p>Observations:</p> <p>The percentage of waste going to “other treatment” has increased over the last four quarters. This is a small percentage and is related to material that was sent off for recycling but which identified as contamination through the sorting process.</p>		Ross Sharp-Dent
Quarter	Value (%)																
Q4 2016	0.26																
Q1 2017	0.29																
Q2 2017	0.31																
Q3 2017	0.34																
Q4 2017	0.35																
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave)	<p>CP05-P001fP How much of our waste do we recycle at Community Recycling Centres?</p> <table><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q4 2016</td><td>56.23</td></tr><tr><td>Q1 2017</td><td>56.11</td></tr><tr><td>Q2 2017</td><td>57.17</td></tr><tr><td>Q3 2017</td><td>57.91</td></tr><tr><td>Q4 2017</td><td>58.54</td></tr></tbody></table>	Quarter	Value (%)	Q4 2016	56.23	Q1 2017	56.11	Q2 2017	57.17	Q3 2017	57.91	Q4 2017	58.54	58.54%	<p>Observations:</p> <p>The recycling centre rate recycling rate has increased slightly which is due to an increase in wood, green waste and dry mixed recycle and a decrease in the waste collected at our sites.</p>		Ross Sharp-Dent
Quarter	Value (%)																
Q4 2016	56.23																
Q1 2017	56.11																
Q2 2017	57.17																
Q3 2017	57.91																
Q4 2017	58.54																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of people killed on Border Roads	<p>CP05-P001aP How many people are killed on our roads?</p> <table><thead><tr><th>Quarter</th><th>Number of people killed</th></tr></thead><tbody><tr><td>Q4 2016</td><td>1</td></tr><tr><td>Q1 2017</td><td>0</td></tr><tr><td>Q2 2017</td><td>2</td></tr><tr><td>Q3 2017</td><td>2</td></tr><tr><td>Q4 2017</td><td>4</td></tr></tbody></table>	Quarter	Number of people killed	Q4 2016	1	Q1 2017	0	Q2 2017	2	Q3 2017	2	Q4 2017	4	4	<p>Observations: Based on Unvetted data there were four fatalities resulting from road accidents in the Scottish Borders in the final quarter of 2017. In overall terms the total number of fatalities in 2017 was 8 compared to 12 in the previous twelve month period.</p>		Brian Young
Quarter	Number of people killed																
Q4 2016	1																
Q1 2017	0																
Q2 2017	2																
Q3 2017	2																
Q4 2017	4																
Number of people seriously injured on Border Roads	<p>CP05-P001bP How many people are seriously injured on our roads?</p> <table><thead><tr><th>Quarter</th><th>Number of people seriously injured</th></tr></thead><tbody><tr><td>Q4 2016</td><td>13</td></tr><tr><td>Q1 2017</td><td>7</td></tr><tr><td>Q2 2017</td><td>13</td></tr><tr><td>Q3 2017</td><td>14</td></tr><tr><td>Q4 2017</td><td>18</td></tr></tbody></table>	Quarter	Number of people seriously injured	Q4 2016	13	Q1 2017	7	Q2 2017	13	Q3 2017	14	Q4 2017	18	18	<p>There was a total of 18 serious casualties as a result of roads accidents in the Scottish Borders in Q4 of 2017. This was up on the previous two quarters.</p> <p><i>N.B. It should be noted that this is based on unvalidated figures at this time.</i></p>		Brian Young
Quarter	Number of people seriously injured																
Q4 2016	13																
Q1 2017	7																
Q2 2017	13																
Q3 2017	14																
Q4 2017	18																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
What condition are our roads in? (% of roads requiring maintenance)	<p>CP05-P001gP What condition are our roads in?</p> <table><thead><tr><th>Year</th><th>Value (%)</th></tr></thead><tbody><tr><td>2013/14</td><td>43.5%</td></tr><tr><td>2014/15</td><td>45.5%</td></tr><tr><td>2015/16</td><td>46.3%</td></tr><tr><td>2016/17</td><td>46.6%</td></tr><tr><td>2017/18</td><td>48.5%</td></tr></tbody></table> <p>■ Years ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	Year	Value (%)	2013/14	43.5%	2014/15	45.5%	2015/16	46.3%	2016/17	46.6%	2017/18	48.5%	48.5%	<p>Observations:</p> <p>Whilst there has been a slight increase in investment between 15/16 and 16/17, the proportion of roads that should be considered for maintenance treatment is higher compared to Scotland and the Family Group (across all categories)</p> <p>SBC is working to optimise planned and unplanned maintenance regimes, combined with a range of services improvements which will deliver efficiencies for any given spend.</p>		David Girdler
Year	Value (%)																
2013/14	43.5%																
2014/15	45.5%																
2015/16	46.3%																
2016/17	46.6%																
2017/18	48.5%																

Priority 6: Developing our Workforce – Executive Quarterly PIs

Executive Quarterly P15																	
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
CP06-P14 Percentage of Working Days Lost - Council Average			Note: Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains a key area of focus for SBC at this time.		Ian Angus												
Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	<p>CP06-P45P How many people do we currently employ through our Work Opportunities Scheme? (CP06-P45P)</p> <table><caption>Work Opportunities Scheme - Current Total</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>50</td></tr><tr><td>Q1 2017/18</td><td>47</td></tr><tr><td>Q2 2017/18</td><td>57</td></tr><tr><td>Q3 2017/18</td><td>52</td></tr><tr><td>Q4 2017/18</td><td>38</td></tr></tbody></table>	Quarter	Value	Q4 2016/17	50	Q1 2017/18	47	Q2 2017/18	57	Q3 2017/18	52	Q4 2017/18	38	38	Observations: There were 38 employment related opportunities being provided by SBC through the Work Opportunities Scheme policy at the end of March 2018.		Cathie Fancy
Quarter	Value																
Q4 2016/17	50																
Q1 2017/18	47																
Q2 2017/18	57																
Q3 2017/18	52																
Q4 2017/18	38																
Work Opportunities Scheme - Current Employability Fund Posts	<p>Executive - Supported Employment excl. ESS</p> <table><caption>Executive - Supported Employment excl. ESS</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>36</td></tr><tr><td>Q1 2017/18</td><td>32</td></tr><tr><td>Q2 2017/18</td><td>48</td></tr><tr><td>Q3 2017/18</td><td>41</td></tr><tr><td>Q4 2017/18</td><td>30</td></tr></tbody></table>	Quarter	Value	Q4 2016/17	36	Q1 2017/18	32	Q2 2017/18	48	Q3 2017/18	41	Q4 2017/18	30	0	Observations: There were 30 Modern Apprentices employed by SBC (end March 18) and 4 student placements. This year so far 26 apprenticeships have been provided which is an increase of 6 from 2016/17. There continues to be lots of interest from departments around recruiting further MAs for 2018/19 some of these already going through the recruitment stage. A recent analysis of the 94 Modern Apprentice opportunities provided by SBC since 2014, showed that many have achieved positive outcomes and gone on to secure employment with SBC. 35 had secured jobs with SBC whilst 12 had secured roles with other employers. 5 had progressed to University or College places and at the time of the analysis 36 remained within their apprenticeship period.		Cathie Fancy
Quarter	Value																
Q4 2016/17	36																
Q1 2017/18	32																
Q2 2017/18	48																
Q3 2017/18	41																
Q4 2017/18	30																
Work Opportunities Scheme - Current Student Placements		4		Cathie Fancy													
Work Opportunities Scheme - Current Modern Apprentices employed within SBC	<table><caption>Work Opportunities Scheme - Current Modern Apprentices</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>0</td></tr><tr><td>Q1 2017/18</td><td>12</td></tr><tr><td>Q2 2017/18</td><td>6</td></tr><tr><td>Q3 2017/18</td><td>6</td></tr><tr><td>Q4 2017/18</td><td>4</td></tr></tbody></table>	Quarter	Value	Q4 2016/17	0	Q1 2017/18	12	Q2 2017/18	6	Q3 2017/18	6	Q4 2017/18	4	30		Cathie Fancy	
Quarter	Value																
Q4 2016/17	0																
Q1 2017/18	12																
Q2 2017/18	6																
Q3 2017/18	6																
Q4 2017/18	4																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Work Opportunities Scheme - Current Other SBC opportunities	<p>CP06-P44P How many other work opportunities do we currently have? (CP06-P44P)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>11</td></tr><tr><td>Q1 2017/18</td><td>3</td></tr><tr><td>Q2 2017/18</td><td>3</td></tr><tr><td>Q3 2017/18</td><td>3</td></tr><tr><td>Q4 2017/18</td><td>4</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	11	Q1 2017/18	3	Q2 2017/18	3	Q3 2017/18	3	Q4 2017/18	4	4	<p>Observations: There are currently 4 work opportunities active within SBC departments.</p>		Cathie Fancy
Quarter	Value																
Q4 2016/17	11																
Q1 2017/18	3																
Q2 2017/18	3																
Q3 2017/18	3																
Q4 2017/18	4																

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 Page 122	<p>CP07_P001aa Council Tax – In Year Collection LBL</p> <p>■ 2015/16 ■ 2016/17 ■ 2017/18</p>	96.81%	<p><i>Note: The basis of calculation has been changed to "Line by Line" which is considered more accurate and treats differently relief for components such as Water and Sewerage.</i></p> <p>Observations: The collection level for 2017/18 has exceeded the expected target (and although the basis of the calculation has changed slightly, the final figure is slightly higher than 2016/17). However, this is as a result of us changing our reporting method to allow us to better benchmark our performance with other local authorities in Scotland. The rollout of Universal Credit during 2018/19 may have an impact on the uptake of Council Tax Reduction which impacts the collection level. We will be monitoring this carefully throughout the year.</p>		Jenni Craig
Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001bP What % of industrial & commercial properties, owned by the Council, are occupied?</p> <p>■ Quarters ■ Target (Quarters) ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	88.8%	<p>Observations: Occupancy rates by localities:</p> <ul style="list-style-type: none"> • Berwickshire (76.3%). • Cheviot (90.8%). • Eildon (91.7%). • Teviotdale & Liddlesdale (92.3%). • Tweeddale (96.7%). <p>The percentage of properties occupied across the Scottish Borders was 88.8%. The total number of new leases was 7 during this period.</p>		Bryan McGrath

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Capital Receipts Generated (cumulative)	<p>CP07-P001cP How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)</p> <table><tr><th>Quarters</th><th>Value (£)</th></tr><tr><td>Q4 2016/17</td><td>£1,437,000.00</td></tr><tr><td>Q1 2017/18</td><td>£231,600.00</td></tr><tr><td>Q2 2017/18</td><td>£235,238.00</td></tr><tr><td>Q3 2017/18</td><td>£379,862.00</td></tr><tr><td>Q4 2017/18</td><td>£380,343.00</td></tr></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarters	Value (£)	Q4 2016/17	£1,437,000.00	Q1 2017/18	£231,600.00	Q2 2017/18	£235,238.00	Q3 2017/18	£379,862.00	Q4 2017/18	£380,343.00	£380,343	<p>Observations: Due to a number of factors out with SBC’s control completed sales in Q4 have not been as high as anticipated and include West Linton Old School, the Former Grantshouse Outdoor Study Centre and the potential Lauder Primary School site at Thirlstane Drive, which should have accounted for circa £700k of receipts.</p>		Neil Hastie
Quarters	Value (£)																
Q4 2016/17	£1,437,000.00																
Q1 2017/18	£231,600.00																
Q2 2017/18	£235,238.00																
Q3 2017/18	£379,862.00																
Q4 2017/18	£380,343.00																
Total no. of properties surplus to requirements	<p>Executive - Properties no longer required</p> <table><tr><th>Quarters</th><th>Value</th></tr><tr><td>Q4 2016/17</td><td>19</td></tr><tr><td>Q1 2017/18</td><td>24</td></tr><tr><td>Q2 2017/18</td><td>23</td></tr><tr><td>Q3 2017/18</td><td>28</td></tr><tr><td>Q4 2017/18</td><td>21</td></tr></table> <p>■ CP07-P001dP ■ CP07-P001eP ■ CP07-P001fP</p>	Quarters	Value	Q4 2016/17	19	Q1 2017/18	24	Q2 2017/18	23	Q3 2017/18	28	Q4 2017/18	21	21	<p>Observations: There are currently twenty one properties surplus to the Councils requirements.</p>		Neil Hastie
Quarters		Value															
Q4 2016/17		19															
Q1 2017/18	24																
Q2 2017/18	23																
Q3 2017/18	28																
Q4 2017/18	21																
Total no. of properties actively being marketed	7	A total of seven are actively being marketed including the Former Kelso High School.		Neil Hastie													
Total no. of properties under offer		7	<p>Seven properties are currently under offer and it is anticipated that two of these should conclude early in the new financial year.</p> <p>Unfortunately the Council has been forced to withdraw from the missives for the sale of the Former Burgh Yard, Galashiels and remarketing is expected in May.</p> <p>Perspective purchasers have withdrawn from two properties under offer and again measures are in place to remarket these as soon as possible. SBC’s property rationalisation programme is being taken forward which will result in additional properties being brought to the market.</p>		Neil Hastie												

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Electricity Consumption (KWh) – Quarterly	<p>CP07-P001gP How much electricity in kilowatt hours does the Council use? - Quarterly</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>2,000,000</td><td>1,950,000</td><td>1,700,000</td></tr><tr><td>Q2</td><td>1,500,000</td><td>1,400,000</td><td>1,400,000</td></tr><tr><td>Q3</td><td>2,650,000</td><td>2,700,000</td><td>2,500,000</td></tr><tr><td>Q4</td><td>3,200,000</td><td>2,850,000</td><td>2,800,000</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	2,000,000	1,950,000	1,700,000	Q2	1,500,000	1,400,000	1,400,000	Q3	2,650,000	2,700,000	2,500,000	Q4	3,200,000	2,850,000	2,800,000	2,834,047	See comments below		Martin Joyce
Quarter	2015/16	2016/17	2017/18																						
Q1	2,000,000	1,950,000	1,700,000																						
Q2	1,500,000	1,400,000	1,400,000																						
Q3	2,650,000	2,700,000	2,500,000																						
Q4	3,200,000	2,850,000	2,800,000																						
Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001hP How much does the Council spend on electricity? - Quarterly</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>£230,000</td><td>£225,000</td><td>£210,000</td></tr><tr><td>Q2</td><td>£185,000</td><td>£175,000</td><td>£175,000</td></tr><tr><td>Q3</td><td>£295,000</td><td>£305,000</td><td>£260,000</td></tr><tr><td>Q4</td><td>£295,000</td><td>£260,000</td><td>£250,000</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	£230,000	£225,000	£210,000	Q2	£185,000	£175,000	£175,000	Q3	£295,000	£305,000	£260,000	Q4	£295,000	£260,000	£250,000	£264,995	See comments below		Martin Joyce
Quarter	2015/16	2016/17	2017/18																						
Q1	£230,000	£225,000	£210,000																						
Q2	£185,000	£175,000	£175,000																						
Q3	£295,000	£305,000	£260,000																						
Q4	£295,000	£260,000	£250,000																						

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																				
Gas Consumption (KWh) – Quarterly	<p>CP07-P001IP How much gas in kilowatt hours does the Council use? - Quarterly</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>2,500,000</td><td>2,300,000</td><td>2,000,000</td></tr><tr><td>Q2</td><td>900,000</td><td>800,000</td><td>1,000,000</td></tr><tr><td>Q3</td><td>3,900,000</td><td>4,100,000</td><td>4,200,000</td></tr><tr><td>Q4</td><td>5,500,000</td><td>4,800,000</td><td>5,500,000</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	2,500,000	2,300,000	2,000,000	Q2	900,000	800,000	1,000,000	Q3	3,900,000	4,100,000	4,200,000	Q4	5,500,000	4,800,000	5,500,000	5,573,421	See comments below		Martin Joyce
Quarter	2015/16	2016/17	2017/18																						
Q1	2,500,000	2,300,000	2,000,000																						
Q2	900,000	800,000	1,000,000																						
Q3	3,900,000	4,100,000	4,200,000																						
Q4	5,500,000	4,800,000	5,500,000																						
Gas Consumption Cost (£) – Quarterly	<p>CP07-P001JP How much does the Council spend on gas? - Quarterly</p> <table><thead><tr><th>Quarter</th><th>2015/16</th><th>2016/17</th><th>2017/18</th></tr></thead><tbody><tr><td>Q1</td><td>£75,000</td><td>£55,000</td><td>£52,000</td></tr><tr><td>Q2</td><td>£40,000</td><td>£32,000</td><td>£38,000</td></tr><tr><td>Q3</td><td>£105,000</td><td>£85,000</td><td>£92,000</td></tr><tr><td>Q4</td><td>£145,000</td><td>£95,000</td><td>£117,000</td></tr></tbody></table>	Quarter	2015/16	2016/17	2017/18	Q1	£75,000	£55,000	£52,000	Q2	£40,000	£32,000	£38,000	Q3	£105,000	£85,000	£92,000	Q4	£145,000	£95,000	£117,000	£117,000	See comments below		Martin Joyce
Quarter	2015/16	2016/17	2017/18																						
Q1	£75,000	£55,000	£52,000																						
Q2	£40,000	£32,000	£38,000																						
Q3	£105,000	£85,000	£92,000																						
Q4	£145,000	£95,000	£117,000																						

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Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
<p>How are we performing:</p> <p>Overall The overall energy consumption has increased by 0.8% but due to large decreases in electricity consumption we have seen an overall cost reduction of 2.5%.</p> <p>Electricity This year we have seen a decrease in electricity consumption of 5.8% with an associated cost reduction of 6.6%.</p> <p>Gas Gas consumption has increased by 5.7% with costs increasing by 12.5%. Increases in gas unit cost have contributed to this cost increase. The weather this year was 6.6% colder than the previous year which has caused this increase in consumption. When the weather variation is taken into account the normalised gas consumption actually shows a decrease of 1.3%.</p> <p>Actions we are taking to improve our performance</p> <p>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.</p> <p>As part of this programme this year we:</p> <ul style="list-style-type: none"> - Completed LED upgrades on a further 21 sites - Completed boiler room insulation upgrades at 24 sites - Awarded a contract and commenced installation of Solar Panels at 12 of our sites - Awarded a contract to install £1.2 million of energy efficiency works including a large number of renewable energy and heating projects <p>What's coming up:</p> <ul style="list-style-type: none"> - Further phases of LED lighting projects are planned for 2018-19 - Maximising efficiency of our electrically heated buildings - 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 and renewable energy opportunities are realised. 					

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Capital Projects where RAG status is "Green"		18	<i>NOTE: this PI is now monitoring the "top c.20" Capital Projects (as opposed to the whole capital programme)</i>		Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Amber"		3	Observations: Of the "top 21" capital projects being managed by SBC:		Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Red"		0	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: <ul style="list-style-type: none">Complex Needs Faculty, Galashiels Academy - Delivery delay due to weather.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)- Decision regarding the Heritage Lottery Funding (HLF) contribution pending with work ongoing by officers to secure funding. A first round HLF bid has been approved and the project can now move into a one year development phase to progress the scheme further, ahead of a second round submission. <i>Details of the full capital programme are presented to Executive Committee on a quarterly basis, on the same agenda as this performance report.</i>		Paul Frankland; Steven Renwick

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included	<p>CP07-P002aP Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</p> <table border="1"><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4-2016/17</td><td>1</td></tr><tr><td>Q1-2017/18</td><td>6</td></tr><tr><td>Q2-2017/18</td><td>6</td></tr><tr><td>Q3-2017/18</td><td>7</td></tr><tr><td>Q4-2017/18</td><td>2</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4-2016/17	1	Q1-2017/18	6	Q2-2017/18	6	Q3-2017/18	7	Q4-2017/18	2	2	<p>How are we performing:</p> <p>The number of contracts awarded containing community benefit clauses continues to be encouraging.</p> <p>During this reporting period a variety of contracts carried a community benefit requirement including;</p> <ul style="list-style-type: none">. Galashiels Academy. Emotional Health & Well Being. Consultant Langlee Regeneration. Jedburgh Campus Project Manager. Solar PV Systems. Galalaw Business Park <p>The following are examples of significant projects due to commence in 2018, all containing added value through CBCs;</p> <ul style="list-style-type: none">. Great Tapestry Building Galashiels. Jim Clark Museum. Almstrongs Building Hawick. Jedburgh School Campus Project Support. Energy Efficiency Programme. Residual Waste. Roads Aggregates Framework <p>Actions we are taking to improve/maintain performance:</p> <p>We are working closely with HUB South East and BAM Construction to maximise community benefits from the Jedburgh School campus project.</p> <p>It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short term basis.</p>		Kathryn Dickson
Quarter	Value																
Q4-2016/17	1																
Q1-2017/18	6																
Q2-2017/18	6																
Q3-2017/18	7																
Q4-2017/18	2																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC) Page 129	<p>CP07-P002bP Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4-2016/17</td><td>18</td></tr><tr><td>Q1-2017/18</td><td>8</td></tr><tr><td>Q2-2017/18</td><td>8</td></tr><tr><td>Q3-2017/18</td><td>4</td></tr><tr><td>Q4-2017/18</td><td>8</td></tr></tbody></table>	Quarter	Value	Q4-2016/17	18	Q1-2017/18	8	Q2-2017/18	8	Q3-2017/18	4	Q4-2017/18	8	8	<p>How are we performing:</p> <p>In this reporting period six new jobs and six work experience posts were realised from some of our smaller projects including;</p> <p>A general construction job for a young person at the refurbishment works at Galashiels Academy and new joinery post as a result of the early year's works at St Boswells Primary School.</p> <p>The Penmanshiel Compensatory Replanting scheme also delivered one new job and three paid work experience opportunities for young people in the Borders.</p> <p>Other work experience included a placement for a local university student at the Galalaw Business Park and administrative post to support the Galashiels Academy and St Boswells Primary School projects.</p> <p>Local frameworks agreements including Repairs and Maintenance, Small Plant Hire and Roads Aggregates continue to support the local economy through a wide range of employment and apprenticeship opportunities.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.</p>		Kathryn Dickson;
Quarter	Value																
Q4-2016/17	18																
Q1-2017/18	8																
Q2-2017/18	8																
Q3-2017/18	4																
Q4-2017/18	8																

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 Page 130	<p>CP08-P066P How many transactions were logged as handled by Customer Services staff?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>44,523</td></tr><tr><td>Q1 2017/18</td><td>43,623</td></tr><tr><td>Q2 2017/18</td><td>44,724</td></tr><tr><td>Q3 2017/18</td><td>37,861</td></tr><tr><td>Q4 2017/18</td><td>43,118</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q4 2016/17	44,523	Q1 2017/18	43,623	Q2 2017/18	44,724	Q3 2017/18	37,861	Q4 2017/18	43,118	43,118	<p>Observations:</p> <p>Throughout Q4 there has been an increase of 5,257 transactions taken through CRM when compared with Q3. When reviewing the same period last year there has been a decrease of 1,405 interactions.</p> <p>These figures remain fairly consistent.</p> <p>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</p>		Les Grant										
Quarter	Value																										
Q4 2016/17	44,523																										
Q1 2017/18	43,623																										
Q2 2017/18	44,724																										
Q3 2017/18	37,861																										
Q4 2017/18	43,118																										
Face-to-Face interactions (taken through CRM) by Customer Services	<p>Exec - Customer Services Interactions logged on CRM</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>16,185</td></tr><tr><td>Q1 2017/18</td><td>26,876</td></tr><tr><td>Q2 2017/18</td><td>15,965</td></tr><tr><td>Q3 2017/18</td><td>26,413</td></tr><tr><td>Q4 2017/18</td><td>16,811</td></tr><tr><td>Q1 2018/19</td><td>26,413</td></tr><tr><td>Q2 2018/19</td><td>14,449</td></tr><tr><td>Q3 2018/19</td><td>21,855</td></tr><tr><td>Q4 2018/19</td><td>15,207</td></tr><tr><td>Q1 2019/20</td><td>25,810</td></tr></tbody></table> <p>■ CP08-P063P ■ CP08-P065P</p>	Quarter	Value	Q4 2016/17	16,185	Q1 2017/18	26,876	Q2 2017/18	15,965	Q3 2017/18	26,413	Q4 2017/18	16,811	Q1 2018/19	26,413	Q2 2018/19	14,449	Q3 2018/19	21,855	Q4 2018/19	15,207	Q1 2019/20	25,810	15,207	<p>Observations:</p> <p>There has been an increase of 758 face-to face interactions during Q4 when compared with Q3. In comparison to the same quarter last year (2016/17) there has been a decrease of 978 face-to-face interactions.</p>		Les Grant
Quarter	Value																										
Q4 2016/17	16,185																										
Q1 2017/18	26,876																										
Q2 2017/18	15,965																										
Q3 2017/18	26,413																										
Q4 2017/18	16,811																										
Q1 2018/19	26,413																										
Q2 2018/19	14,449																										
Q3 2018/19	21,855																										
Q4 2018/19	15,207																										
Q1 2019/20	25,810																										
Voice interactions (taken through CRM) by Customer Services	<table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>16,185</td></tr><tr><td>Q1 2017/18</td><td>26,876</td></tr><tr><td>Q2 2017/18</td><td>15,965</td></tr><tr><td>Q3 2017/18</td><td>26,413</td></tr><tr><td>Q4 2017/18</td><td>16,811</td></tr><tr><td>Q1 2018/19</td><td>26,413</td></tr><tr><td>Q2 2018/19</td><td>14,449</td></tr><tr><td>Q3 2018/19</td><td>21,855</td></tr><tr><td>Q4 2018/19</td><td>15,207</td></tr><tr><td>Q1 2019/20</td><td>25,810</td></tr></tbody></table> <p>■ CP08-P063P ■ CP08-P065P</p>	Quarter	Value	Q4 2016/17	16,185	Q1 2017/18	26,876	Q2 2017/18	15,965	Q3 2017/18	26,413	Q4 2017/18	16,811	Q1 2018/19	26,413	Q2 2018/19	14,449	Q3 2018/19	21,855	Q4 2018/19	15,207	Q1 2019/20	25,810	25,810	<p>Observations:</p> <p>In Q4 the number of voice interactions increased by 3,955 when compared with Q3. When making a comparison with Q4 last year (2016/17) there has been a decrease of 1,066 voice interactions taken through CRM. The increase experienced from the previous quarter may be attributed to the severe weather conditions. Work continues on moving services online.</p>		Les Grant
Quarter	Value																										
Q4 2016/17	16,185																										
Q1 2017/18	26,876																										
Q2 2017/18	15,965																										
Q3 2017/18	26,413																										
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Q4 2018/19	15,207																										
Q1 2019/20	25,810																										

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of Complaints Closed	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table><thead><tr><th>Quarter</th><th>Complaints Closed</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>138</td></tr><tr><td>Q1 2017/18</td><td>142</td></tr><tr><td>Q2 2017/18</td><td>182</td></tr><tr><td>Q3 2017/18</td><td>123</td></tr><tr><td>Q4 2017/18</td><td>159</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Complaints Closed	Q4 2016/17	138	Q1 2017/18	142	Q2 2017/18	182	Q3 2017/18	123	Q4 2017/18	159	159	See comments below		Les Grant
Quarter	Complaints Closed																
Q4 2016/17	138																
Q1 2017/18	142																
Q2 2017/18	182																
Q3 2017/18	123																
Q4 2017/18	159																

Observations:

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Q4 159 complaints were closed. 44% of complaints were classified as 'Justified' and 56% as 'Unjustified'. In addition 11% 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. 11% of complaints closed were undefined in Q4. *(Note that small variations in the table total vs the indicator overall are due to the time lag in preparation of the commentary)*

	Teviot	Berwickshire	Cheviot	Eildon	Tweeddale	Undefined	Summary
Delay in Responding	0	3	2	3	3	1	12
Employee Attitude	3	2	6	2	4	0	17
Failure to Del Ser	11	9	15	12	18	7	72
Other	8	2	5	8	11	8	42
Policy	2	1	1	2	3	1	10
Bias or Discrimination	1	0	2	0	1	0	4
Totals	25	17	31	27	40	17	157

Cheviot and Tweeddale localities were the areas with the highest number of complaints (18% and 25% respectively) with the most popular classification reason being 'Failure to Deliver Service' across all five localities. Berwickshire received the fewest complaints accounting for 11% of complaints closed.

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 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	<p>SP50-04aP How long in working days does it take on average to respond to a complaint at stage one?</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>4.5</td></tr><tr><td>Q1 2017/18</td><td>3.5</td></tr><tr><td>Q2 2017/18</td><td>4.1</td></tr><tr><td>Q3 2017/18</td><td>4.1</td></tr><tr><td>Q4 2017/18</td><td>4.2</td></tr></tbody></table>	Quarters	Value	Q4 2016/17	4.5	Q1 2017/18	3.5	Q2 2017/18	4.1	Q3 2017/18	4.1	Q4 2017/18	4.2	4.2	<p>Observations:</p> <p>There has been a slight change to the average number of days taken to respond to complaints at stage one over the previous quarter.</p> <p>There has been a slight decrease from Q4 last year, with the average time in working days being 4.5.</p> <p>Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarters	Value																
Q4 2016/17	4.5																
Q1 2017/18	3.5																
Q2 2017/18	4.1																
Q3 2017/18	4.1																
Q4 2017/18	4.2																
Average times: the average time in working days to respond to complaints at stage two	<p>SP50-04bP How long in working days does it take on average to respond to a complaint at stage two?</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>17.6</td></tr><tr><td>Q1 2017/18</td><td>19.4</td></tr><tr><td>Q2 2017/18</td><td>15</td></tr><tr><td>Q3 2017/18</td><td>17.1</td></tr><tr><td>Q4 2017/18</td><td>19</td></tr></tbody></table>	Quarters	Value	Q4 2016/17	17.6	Q1 2017/18	19.4	Q2 2017/18	15	Q3 2017/18	17.1	Q4 2017/18	19	19	<p>Observations:</p> <p>In Q4 there has been an increase in the average number of days taken to respond to complaints at stage two when compared with Q3.</p> <p>When compared with the same quarter last year (2016/17) there has also been an increase. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarters	Value																
Q4 2016/17	17.6																
Q1 2017/18	19.4																
Q2 2017/18	15																
Q3 2017/18	17.1																
Q4 2017/18	19																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 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	<p>SP50-04cP How long in working days does it take on average to respond to a complaint that has been escalated?</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>18.1</td></tr><tr><td>Q1 2017/18</td><td>14.6</td></tr><tr><td>Q2 2017/18</td><td>14.2</td></tr><tr><td>Q3 2017/18</td><td>27.0</td></tr><tr><td>Q4 2017/18</td><td>21.6</td></tr></tbody></table>	Quarters	Value	Q4 2016/17	18.1	Q1 2017/18	14.6	Q2 2017/18	14.2	Q3 2017/18	27.0	Q4 2017/18	21.6	21.6	<p>Observations:</p> <p>The average time taken to respond to the customer has decreased by an average of 7 days when compared with the previous quarter. There has been a slight increase when considering the same quarter last year (2016/17).</p> <p>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. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarters	Value																
Q4 2016/17	18.1																
Q1 2017/18	14.6																
Q2 2017/18	14.2																
Q3 2017/18	27.0																
Q4 2017/18	21.6																
Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints	<p>SP50-05aP How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>84.3%</td></tr><tr><td>Q1 2017/18</td><td>88.6%</td></tr><tr><td>Q2 2017/18</td><td>88.7%</td></tr><tr><td>Q3 2017/18</td><td>84.8%</td></tr><tr><td>Q4 2017/18</td><td>83.0%</td></tr></tbody></table>	Quarters	Value	Q4 2016/17	84.3%	Q1 2017/18	88.6%	Q2 2017/18	88.7%	Q3 2017/18	84.8%	Q4 2017/18	83.0%	83.0%	<p>Observations:</p> <p>There has been a decrease of 1.8% when compared with the last quarter. In comparison to the same period last year there has also been a decrease of 1.3%.</p> <p>We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary</p>		Les Grant
Quarters	Value																
Q4 2016/17	84.3%																
Q1 2017/18	88.6%																
Q2 2017/18	88.7%																
Q3 2017/18	84.8%																
Q4 2017/18	83.0%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

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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	<p>SP50-05bP How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?</p> <table><thead><tr><th>Quarter</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>84%</td></tr><tr><td>Q1 2017/18</td><td>57.5%</td></tr><tr><td>Q2 2017/18</td><td>80.5%</td></tr><tr><td>Q3 2017/18</td><td>70%</td></tr><tr><td>Q4 2017/18</td><td>60.7%</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Performance (%)	Q4 2016/17	84%	Q1 2017/18	57.5%	Q2 2017/18	80.5%	Q3 2017/18	70%	Q4 2017/18	60.7%	60.7%	<p>Observations: Performance against timescales has decreased over the previous quarter with 60.7% of Stage 2 complaints being closed within 20 working days compared to 70% last quarter. However, performance was better in Q4 last year with 84% being closed within timeframes.</p> <p>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.</p> <p>We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Performance (%)																
Q4 2016/17	84%																
Q1 2017/18	57.5%																
Q2 2017/18	80.5%																
Q3 2017/18	70%																
Q4 2017/18	60.7%																
Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints	<p>SP50-05cP How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?</p> <table><thead><tr><th>Quarter</th><th>Performance (%)</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>69.2%</td></tr><tr><td>Q1 2017/18</td><td>62.5%</td></tr><tr><td>Q2 2017/18</td><td>75%</td></tr><tr><td>Q3 2017/18</td><td>0%</td></tr><tr><td>Q4 2017/18</td><td>42.9%</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Performance (%)	Q4 2016/17	69.2%	Q1 2017/18	62.5%	Q2 2017/18	75%	Q3 2017/18	0%	Q4 2017/18	42.9%	42.9%	<p>Observations: Performance has improved this quarter over the previous quarter with 42.9% of escalated complaints being handled within 20 days compared with Q3. Compared to the same period last year 69.2% of escalated complaints were handled within the 20 day timeframe performance has fallen.</p> <p>It should be noted that the small number of complaints that are escalated means significant swings in performance can occur when just 1 or 2 complaints breach timescales.</p> <p>We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Performance (%)																
Q4 2016/17	69.2%																
Q1 2017/18	62.5%																
Q2 2017/18	75%																
Q3 2017/18	0%																
Q4 2017/18	42.9%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
FOI Requests Received	<p>CP08-P053P How many requests for information, under the Freedom of Information Act, did we receive?</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>372</td></tr><tr><td>Q1 2017/18</td><td>279</td></tr><tr><td>Q2 2017/18</td><td>288</td></tr><tr><td>Q3 2017/18</td><td>369</td></tr><tr><td>Q4 2017/18</td><td>343</td></tr></tbody></table>	Quarter	Value	Q4 2016/17	372	Q1 2017/18	279	Q2 2017/18	288	Q3 2017/18	369	Q4 2017/18	343	343	<p>Observations: SBC received 343 FOIs in Q4 2017/18, 26 fewer than in Q3 2017/18 (7% decrease), and 29 fewer than Q4 2016/17 (8% decrease).</p>		Nuala McKinlay
Quarter	Value																
Q4 2016/17	372																
Q1 2017/18	279																
Q2 2017/18	288																
Q3 2017/18	369																
Q4 2017/18	343																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<div>% of FOI Requests Completed on Time</div> <div>Page 136</div>	<p>CP08-P054P What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?</p> <table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q4 2016/17</td><td>92%</td></tr><tr><td>Q1 2017/18</td><td>94%</td></tr><tr><td>Q2 2017/18</td><td>94%</td></tr><tr><td>Q3 2017/18</td><td>93%</td></tr><tr><td>Q4 2017/18</td><td>94%</td></tr></table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q4 2016/17	92%	Q1 2017/18	94%	Q2 2017/18	94%	Q3 2017/18	93%	Q4 2017/18	94%	94%	<p>How are we performing:</p> <p>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 Q4 2017/18, 94% were completed on time, just slightly up on the 93% in Q3 2017/18. Some responses were delayed due to staffing resources within services and breakdown in process.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>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:</p> <p>https://www.scotborders.gov.uk/directory/59/freedom_of_information_requests</p>		Nuala McKinlay
Quarter	Percentage																
Q4 2016/17	92%																
Q1 2017/18	94%																
Q2 2017/18	94%																
Q3 2017/18	93%																
Q4 2017/18	94%																

Scottish Borders Council Executive Committee: Appendix 2 - Quarterly Public Performance Report, June 2018 (Q4 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Number of Facebook Engagements	<p>CP08-P159 Number of Facebook Engagements</p> <table><thead><tr><th>Quarters</th><th>Engagements</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>84,143</td></tr><tr><td>Q1 2017/18</td><td>42,973</td></tr><tr><td>Q2 2017/18</td><td>44,405</td></tr><tr><td>Q3 2017/18</td><td>45,061</td></tr><tr><td>Q4 2017/18</td><td>235,797</td></tr></tbody></table>	Quarters	Engagements	Q4 2016/17	84,143	Q1 2017/18	42,973	Q2 2017/18	44,405	Q3 2017/18	45,061	Q4 2017/18	235,797	235,797	<p>Observations: On Facebook, SBC posts reached an estimated 1,139,482 people (total of weekly unique reach), with 235,797 engaging (liking, commenting, sharing) with posts. Over Q4 the number of Facebook followers rose to 19,642 (+4,640 on start of Q4).</p> <p>The social media statistics were significantly boosted due to periods of severe weather during the quarter and show the value of these channels in such situations</p>		Tracey Graham
Quarters	Engagements																
Q4 2016/17	84,143																
Q1 2017/18	42,973																
Q2 2017/18	44,405																
Q3 2017/18	45,061																
Q4 2017/18	235,797																
Number of Twitter Engagements	<p>CP08-P160 Number of Twitter Engagements</p> <table><thead><tr><th>Quarters</th><th>Engagements</th></tr></thead><tbody><tr><td>Q4 2016/17</td><td>38,218</td></tr><tr><td>Q1 2017/18</td><td>14,284</td></tr><tr><td>Q2 2017/18</td><td>10,994</td></tr><tr><td>Q3 2017/18</td><td>11,781</td></tr><tr><td>Q4 2017/18</td><td>83,746</td></tr></tbody></table>	Quarters	Engagements	Q4 2016/17	38,218	Q1 2017/18	14,284	Q2 2017/18	10,994	Q3 2017/18	11,781	Q4 2017/18	83,746	83,746	<p>Observations: During the quarter Twitter post links were clicked 83,746 times. The number of followers at Q4 end was 11,804 (+1,284 on start of Q4).</p> <p>The social media statistics were significantly boosted due to periods of severe weather during the quarter and show the value of these channels in such situations.</p>		Tracey Graham
Quarters	Engagements																
Q4 2016/17	38,218																
Q1 2017/18	14,284																
Q2 2017/18	10,994																
Q3 2017/18	11,781																
Q4 2017/18	83,746																

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CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Service Director Human Resources EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report updates the Executive Committee on progress in developing and delivering the Council's revised Corporate Transformation Programme in the period to end May 2018 and sets out planned activity in the reporting period to August 2018.**
- 1.2 The Corporate Transformation Programme is designed to help achieve the Council's priorities and support the delivery of significant savings as set out in the 5-year Financial Plan.
- 1.3 A revised Transformation Programme was agreed by Council at its February meeting and comprises 5 work streams:
 - Digital Transformation
 - Children & Young People
 - Integration of Health & Social Care
 - Workforce Transformation
 - Corporate Landlord
- 1.4 This is the 1st quarterly report since the revised programme was agreed and progress under each work stream is set out in Section 4 below.

2 RECOMMENDATION

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

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and subsequently revised and reshaped in February 2018 to:
- Align the programme with the revised Corporate Plan, the 5 year Financial plan and the priorities of the new Administration as set out in “Connected Borders”
 - Recognise the completion of projects and take the opportunity to merge existing projects
 - Provide better focus on a reduced number of projects and ensure that resources are used effectively.
- 3.2 Council agreed that quarterly monitoring reports would be considered by the Executive Committee and this report forms the first quarterly report of the revised programme setting out:
- (a) Progress to end of May 2018.
- (b) Planned work in the next reporting period to August 2018.
- 3.3 The Programme comprises 5 work streams:
- **Digital Transformation** – using the latest digital approaches to service delivery such as building processes around the customer experience, data-driven decision making, digital learning, using self-service, simplifying and standardising processes, exploiting automation and utilising digital methods of engagement with employees and citizens.
 - **Children & Young People** – Ensuring that services are fit for the 21st Century and meet the demands and high expectation of our service users.
 - **Health & Social Care** (incorporating Adult Services) – the Programme will seek to deliver service improvements as set out in the IJB’ Strategic Plan, bringing about the necessary shift in investment to enable this and helping meet the challenge of an aging population.
 - **Workforce Transformation** – ensuring we have an agile workforce that is equipped and skilled to meet future demands and challenges.
 - **Corporate Landlord** – Consolidating all Property & Asset functions and competencies under a single Corporate Landlord service to enable a more consistent and efficient approach to the management of our property and assets. The programme incorporates both the existing Property & Assets and Energy Efficiency Programmes and will deliver the associated service improvements and efficiency savings.

4 PROGRESS

4.1 Digital Transformation Programme

(a) **Business World**

Development of the new system continues and a number of new developments have gone live over the past quarter. This implementation is a major change to the way we operate, affecting the entire business. This project continues to be a catalyst for extensive changes and efficiencies within our back-office services.

(b) **Digital Customer Access Programme**

Work continues with CGI to develop our online services. We are getting close to CGI selecting a supplier for the underlying

technology after extensive work to ensure it meets SBC's requirements. This programme will be critical in enabling services and information to be accessible over the web on an anytime anywhere basis and to enable flexibility and efficiencies

(c) **Business Intelligence**

The Business Intelligence project was established in 2017 and initially focussed on the development of a solution for Children & Young People. The project aimed to bring together data from multiple systems to give a better, more timely, insight into issues and trends enabling quicker and more informed decision-making and early intervention and prevention. The project was paused while CGI investigated alternative delivery platforms. CGI have now concluded that work and it is hoped that the project will recommence soon subject to Board and CMT approval.

(d) **Office 365**

We have made good progress in preparations for our migration to Office 365, which will be rolled out in 2018. This will enable greater opportunities for flexibility and efficiency in how we work.

(e) **Printer Rationalisation**

Significant progress has been made in reducing the number of printers and associated printing costs across the organisation.

(f) **Online Parents Evening Booking**

A new booking system has been delivered which has greatly simplified the process for parents and staff.

(g) **Broadband & Mobile Connectivity**

Work continues with national bodies to improve the broadband and mobile connectivity across the Borders.

(h) **Digital Skills**

We conducted a survey of staff Digital skills to inform future work. We are also doing focussed work around staff not on IT to understand their training needs and any access issues. We are working with community groups to optimise Digital Participation capacity in the Scottish Borders.

4.3 Children and Young People

(a) **School Estate Review**

A proposal to close St. Margaret's Roman Catholic Primary School in Hawick was agreed at Council on 26th April 2018. Following this decision, a period of 3 weeks is allowed for the public to make any final representations to Scottish Government. Another 5 weeks is then allowed for Scottish Government to review the proposal, and it is only once this elapses that the Council can implement the closure decision.

Transition Plans are being developed for children who will move to another school if consent is given to close St. Margaret's Roman Catholic Primary School in Hawick. The Council is also committed to providing adequate arrangements for religious instruction of the children and a programme will be agreed between the Council and the Church. Celebratory events will also be held in the school in this period to mark the closure.

A Secondary Schools Review Report for Galashiels Academy, Hawick
Page 141

High School, Peebles High School and Selkirk High School was also presented to Council on 26th April 2018. This report provided Elected Members with an update on:

- The assessment process undertaken regarding the condition, suitability and capacity of each school
- The engagement process undertaken by Council Officers to ascertain views on the future vision for learning provision in each area
- The recommendation to create individual strategic plans regarding the future of each school.

Work will commence to develop a bespoke strategy for the review of Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School with a plan to present an update report to Council in October 2018.

An informal consultation event was held on 8th and 9th March 2018 to ascertain views on future plans for Primary School provision in Eyemouth. This was well attended and the outcome is being assessed before being presented to Council in due course.

A further informal consultation event will be held on 10th and 11th May 2018 to ascertain views on future plans for Primary School provision in Earlston. The outcome of this will be assessed alongside the Eyemouth event before being presented to Council in due course.

It is planned to commence the statutory process for closure of three mothballed schools (Hobkirk, Eccles/Leitholm and Ettrick).

It is also planned to commence community engagement around schools with low rolls regarding long term solutions (Walkerburn, Sprouston, Yarrow, Kirkhope, Fountainhall and St Joseph's Selkirk).

(b) Early Learning and Children

Work has continued to plan the strategic approach to the delivery of 1140 hours funded Early Learning and Childcare (ELC) for all three and four year olds and eligible two year olds in communities across the Scottish Borders by 2020/21. This has included liaison with Scottish Government around the Service Development and Implementation Plan, the 2018/19 financial allocation for the expansion, and the plans for the next phases of the expansion from August 2018.

Planning for Phase 3 of the expansion (which comes into effect from August 2018) will continue in this period. The settings identified are Yetholm, Coldingham, Walkerburn, Chirnside and Trinity and preparations to ensure their readiness are underway, including consideration of staffing levels and other practical arrangements.

Early planning for Phase 4 (coming into effect from January 2019) will also begin.

(c) School Technicians Review

A report was taken to Trade Unions in January 2018 informing them of the intention to recommence the review of School Technicians. Thereafter the project team met with the staff group on 9th February to inform them of next steps and the proposed timescale to complete the review. A Quality Improvement Officer was identified to support the implementation stage of the review and will work with the project team over the next period.

A series of drop-in sessions will be held in each high school cluster.

These will be open to the School Technician staff group as well as Secondary Head Teachers, Principal Teachers associated with the various disciplines, cluster business managers and Trade Unions. These are planned to take place in late June and are designed to gain everyone's views and capture suggestions for a new operating model and structure. Once this work is complete, a new structure will be presented to the Service Director for Children & Young People for approval and implemented thereafter.

4.4 Integration of Health and Social Care

(a) **Dementia**

£4.8m capital, including funding for a feasibility study in the current financial year has been included in the Council's capital programme. Feasibility work will identify options and recommendations for the future provision of service – for example, a multi-functional unit incorporating residential dementia care. Additionally, options for dementia care in the localities within new extra care housing and bolstering dementia within the community are being explored.

(b) **Discharge to Assess (DTA)**

Craw Wood Discharge to Assess facility opened in December 2017 with the aim of improving hospital flow over the winter. It opened, initially, as an 8-bed DTA unit before increasing to 15 beds in January. Craw Wood is designed to be a short-stay facility (the length of stay is typically between 48 hours and 2 weeks) and patients are admitted in order to assess how best to improve rehabilitation opportunities and regain independence. Given the success of the facility over the initial months, the capacity of the facility has been increased to 23 beds and it continues to support the model of "Discharge to Assess" for patients throughout 2018.

(c) **Hospital to Home**

As with Craw Wood, Hospital to Home aims to support the easing of pressures within the hospital. The project involves a re-ablement approach with the aim of maximising the early rehabilitation potential of the person during early weeks of care. Its aim is to promote their self-confidence and skills so that they can continue to live independently at home. A test of change project was initiated in Berwickshire in January 2018 and has since been rolled out to the Teviot locality. Plans are underway to extend the service to the Central Borders.

(d) **IJB Strategic Plan**

A new Strategic Plan has been drafted for 2018/21 along with an associated financial plan. The statutory annual performance report on the delivery of the first IJB Strategic Plan has also been drafted. These documents will be presented to the June IJB prior to publication.

4.5 Workforce Transformation

(a) **Business Travel**

A trial fleet of 15 pool cars was introduced in July last year. Monitoring to date shows that use of the fleet is much higher than expected (vehicles were originally predicted to achieve between 8,000 to 10,000 miles per annum and are on target for 13,300 miles) and that, in the first 5 full months that the fleet has been operational (Aug – Dec17), the overall number of recorded business miles travelled (by pool car or by private mileage claimed) has fallen

by 26%, from 355,245 to 262,508 miles. Proposals are now being developed to expand the fleet at HQ and in the localities. The proposals will also explore options for sharing the pool with partner organisations and making the cars available to the public as part of a car club scheme.

(b) **Overtime**

This project looks at potential alternatives to planned overtime and focusses on those service areas with highest overtime costs. The project is looking at the potential benefits of establishing a single flexible pool of staff that can enable services to meet demand, simply and efficiently, and improves upon the existing range of ad-hoc arrangements across services. Operational models have been identified and considered and proposals are being developed around implementing an internally-managed solution – initially focussing on a single group of existing casual/relief staff and related posts to test and prove the business case. IT solutions to help manage the pool are currently being identified and evaluated.

4.6 Corporate Landlord

(a) **Develop and implement the Corporate Landlord model**

Senior Managers in Assets & Infrastructure have held a number of workshops to identify and baseline which elements of the model are currently in place, what isn't in place and what of the current arrangements in place need improvement. They have developed a detailed action plan to fully implement the core model and will implement the plan over the coming months. The Project Team meets on a 2 weekly cycle to ensure the plan will be driven forward.

A key early element is the implementation of a Property Help Desk underpinned by a digital cloud property and asset management system. This will provide a single point of contact, and single system to consolidate and co-ordinate all property related enquiries, activity and maintenance to all the Council's property and assets. The benefits of this will be:

- Easier and more accurate budget monitoring.
- Better and quicker management of response to repairs.
- A more pro-active approach to the maintenance of the Council's Estate.
- Improvement in the tracking of repairs, removal of duplication leading to more efficient property maintenance.

Financial Services have begun the process of identifying property budgets and resources in services and what should come under the management of the central Corporate Landlord. Centralising property related resources will enable a more strategic and planned approach to the development and maintenance of the Council's property assets and more efficient use of what is a limited budget across the whole estate.

The Schools Janitorial review has completed. This is the start of bringing Facilities Management (FM) services under one umbrella enabling a more flexible, co-ordinated and efficient approach to FM across the whole Estate.

(b) Property Rationalisation

A 5-year Property Management Framework and Asset Rationalisation Strategy is being drafted. This will identify proposals to reduce the size of the Council's estate under each asset category taking into consideration collective service requirements in our main settlements and localities and then establishing what our requirements for property are and how they can be met. Engagement with partners and communities (of interest and geography) will be Central to the development and delivery of the strategy. An early draft of the strategy will help inform the capital and financial planning process from autumn 2018.

(c) Energy Efficiency Programme

In 17/18 EEP has delivered another round of LED upgrades at 22 sites and boiler insulation improvements at a further 20 sites.

Installation at 12 sites of photovoltaic energy capture system (PV) is also in progress. Scottish Procurement have developed a framework to facilitate the implementation of Non Domestic Energy Efficiency (NDEE) to the Scottish public sector, SBC have developed and procured an NDEE project during 17/18 which is now at the design stage with E.ON Energy. The NDEE programme of works include an array of energy efficiency improvements across the SBC estate including biomass, solar thermal, combined heat and power (CHP), selective lighting to LED, boiler replacement, PV, glazing and energy controls. . In 2018/19 SBC will also be downsizing water meters, further selective lighting upgraded to LED and the completion of the install of PV at 12 sites by the end of Q1, 18/19.

5 COMMUNICATIONS AND ENGAGEMENT WITH STAFF AND THE UNIONS

- 5.1 Work continues to ensure information is shared effectively with key stakeholders. Council staff continues to be the main focus as they are key to driving forward positive change across the Council.
- 5.2 As a result of this, Senior Managers, supported by the Corporate Management Team (CMT) are provided with regular information and essential briefings and material to keep their staff updated.
- 5.3 As part of the above, Senior Management events are held regularly to share information and to enable senior managers to contribute to the ongoing development of the programme.
- 5.4 The Trades Unions continue to consider the most up to date reports at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes, and programme leads, as they are required.

6 FINANCE

- 6.1 The Corporate Transformation Programme is critical in supporting delivery of many of the savings in the Financial Plan. Following the approval of the 2018/19-2022/23 Financial Plan on 20 February 2018, the level of savings to be delivered as per the 2018/19 Financial Plan is £16.4m including savings brought forward from 2017/18 not delivered on a permanent basis. Progress in the delivery of in-year savings is reported quarterly as part of

the Revenue Monitoring process to Executive Committee.

- 6.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 6.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

7 IMPLICATIONS

7.1 Financial

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

7.2 Risk and Mitigations

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

7.3 Equalities

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

7.4 Acting Sustainably

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

7.5 Carbon Management

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

7.6 Rural Proofing

This will be undertaken within the programme where appropriate.

7.7 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

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

Approved by

Clair Hepburn
Service Director Human Resources

Signature

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Background Papers: Nil

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

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

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

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2017/18 UNAUDITED REVENUE OUTTURN

**Report by the Chief Financial Officer
EXECUTIVE COMMITTEE****19 June 2018**

1 PURPOSE AND SUMMARY

- 1.1 This report provides Members with a statement comparing final revenue outturn expenditure and income for 2017/18 with the final approved budget for the year along with explanations for significant variances.**
- 1.2 An unaudited outturn underspend of £1.029m was achieved in the 2017/18 revenue budget. The £1.029m underspend (0.4% of final approved budget) was delivered following a number of earmarked balances approved by the Executive Committee during 2017/18. In total, these amount to £7.998m and relate to a number of initiatives across departments and specifically include £2.442m of carry forward for Devolved School Management (DSM including PEF) and £2m approved to support the 2018/19 Financial Plan. A review of the provision for bad debts has identified a requirement for funding of £0.165m to ensure the provision remains in line with management's assessment of high risk outstanding debts. This revises the outturn net balance after bad debts to £0.864m. A high level summary of the outturn position in each Council department is detailed in section 4 of this report.
- 1.3 2017/18 was a year of huge change for the Council with the new ERP system going live in April 2017. There has been an ongoing programme of work during the year to amend the system configuration to reflect the live operating environment and to provide additional functionality not ready at go live. Work to stabilise the system and provide a platform for the realisation of future benefits has now largely concluded.
- 1.4 The financial position of the Council has been materially affected by the prolonged winter weather and the outturn position reflects additional costs of winter gritting and snow clearance following significant snow falls during February and March 2018.
- 1.5 2017/18 represents the second operational year of the Health & Social Care partnership which has resulted in a fundamentally different way of working with NHS Borders. Demand pressures within integrated Health & Social Care services during 2017/18 required additional funding of £0.57m to be provided by the IJB to support the revenue budget along with a further £0.4m from core Council budgets during the year.

- 1.6 Overall, as required in the Financial Plan, savings of £12.286m were successfully delivered during 2017/18. Of these, £7.807m (64%) were delivered permanently. The remaining £4.479m (36%) of savings were achieved on a temporary basis. Particular emphasis is being placed on the permanent delivery of these savings during the early part of 2018/19 or where this is not possible on the identification of alternative proposals.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Agrees the content of this report and notes the outturn position for 2017/18 prior to Statutory Audit;**
- (b) Notes that this draft unaudited outturn position will inform the budgetary control process during 2018/19 and financial planning process for the current and future years;**
- (c) Approves the adjustments to previously approved earmarked balances noted in Appendix 1;**
- (d) Agrees the outturn net balance of £0.864m should be directed to support delivery of the challenging 2018/19 Financial Plan.**

3 BACKGROUND

- 3.1 On 20 February 2018, Council approved an updated Financial Strategy for the years 2018/19 - 2022/23. Specifically within the Financial Strategy, the key financial objectives were to:
- (a) set a prudent, sustainable budget in line with available resources;
 - (b) continue to invest in infrastructure that will raise standards, improve quality of life for local communities and reduce future demand for services;
 - (c) set a capital programme which keeps debt within prudent sustainable limits as set out in the treasury strategy,
 - (d) provide for loans charges of £20.467m (2018/19) to finance capital investment recognising the long term implications of capital borrowing;
 - (e) maximise income while keeping fees charged to service users at an affordable level;
 - (f) continue to invest in new ways of working and efficiency projects to deliver long term financial savings and service benefits;
 - (g) focus on preventative revenue and capital spend; and,
 - (h) recognising the challenges faced by the organisation, maintain unallocated reserves of £6.315m for 2018/19 in line with the assessed risk register.
- 3.2 The assessment as at 31 March 2018 is that despite financial pressures arising during the 2017/18 financial year the approved strategy remains appropriate and assured with unallocated balances of £6.315m now in place as planned from the 1st April 2018.
- 3.3 2017/18 was the final year of the 5 year Financial Plan first published in 2013/14 and the Council therefore set a new 5 year plan in February 2018 covering the period 2018/19 to 2022/23. The first 5 year plan, which has been amended and updated each year since 2013/14, has delivered savings of £35.5m as at the end of 2017/18. This has been achieved through the delivery of transformational change and service efficiencies in a planned manner.
- 3.4 During 2017/18 detailed Revenue Monitoring Reports were reviewed by Corporate Management Team regularly allowing appropriate corporate management action to be taken during the year where required. In line with Financial Regulations quarterly monitoring reports were submitted to the Executive Committee. Where appropriate, approval was sought from the Executive Committee to vary the budgets through virement throughout the year.

- 3.5 Detailed budgetary control reports for 2017/18 were submitted for consideration by the Executive Committee on:
- (a) 5 September 2017 (as at the end of June);
 - (b) 21 November 2017 (as at the end of September);
 - (c) 14 February 2018 (as at the end of December).
- 3.6 Additionally, a further report requesting final virements and earmarked balances was presented to the Executive Committee on 13 March 2018.
- 3.7 In addition to reporting actual expenditure and income to date, these reports projected a final outturn position compared against the latest approved budget and provided explanations for material variances. This report now compares the final, but unaudited, outturn for 2017/18 with final approved budgets.
- 3.8 It was agreed in November 2017 that all Services would impose a freeze on discretionary spend during the remainder of 2017/18 in order to assist the Council's overall financial position. The favourable outturn position at year-end has been assisted by this planned management action.

4 FINAL OUTTURN STATEMENT

- 4.1 The revenue account for 2017/18 delivered a favourable variance of £1.029m (0.4% of final approved budget). The outturn includes adjustments for earmarked balances brought forward from previous years and those carried forward to 2018/19. Key points to note from the outturn position are:
- The Council operated within a challenging environment during 2017/18 as a result of the launch of Business World ERP, the new integrated Finance, HR and Procurement system. The scale and complexity of this transformational change required significant resource commitment within the Council. Despite an extensive programme of system and user acceptance testing undertaken before April 2017, subsequent changes were required to the configuration of the system and ongoing work was required during the year to ensure the system is fit for purpose in a live operating environment. Work to deliver system functionality not available at "go live" has continued during 2017/18 and required an element of manual processes and system work arounds to be maintained during the year. A prioritised risk based approach to budget monitoring was adopted to ensure that any risks posed to the control environment by the new systems were mitigated.
 - The prolonged period of adverse winter weather experienced in February and March 2018 has resulted in an adverse outturn position of over £1.4m within Asset & Infrastructure. This has been partly offset by an allocation of £0.401m funding from the Scottish Government which is the Council's share of a £10m national funding package in response to the extreme weather experienced across Scotland. The Council's winter reserve of £1m has been effectively deployed and subsequently replaced within the overall Council position. It is important that the Council retains a sufficient adverse weather reserve within overall revenue balances to deal with periods of weather that are more severe than the norm. Despite the late snow the overall winter was not significantly severe.

A high level summary of the outturn position in each Council department is shown below. The detailed outturn statement for the 2017/18 revenue budget is shown in Appendix 1.

4.2 Culture & Sport

Favourable £0.044m

A small favourable outturn position was delivered in Culture & Sport due to lower than anticipated costs of pitch management.

4.3 Asset & Infrastructure

Adverse £1.453m

Asset & Infrastructure experienced a challenging 2017/, particularly around the period of adverse weather during February and March 2018. As explained above this resulted in a net pressure to the Council of over £1m. The adverse weather also impacted on Catering income due to school closures.

4.4 Economic Development & Corporate Services

Adverse £0.033m

Economic Services and Corporate services recorded a largely balanced year end position with the exception of Commercial Property income which was 4% lower than the challenging income budget set. Despite this an occupancy rate of 90% was achieved.

4.5 Health & Social Care including Public Health

Adverse £0.110m

Health & Social Care experienced significant demand pressures in 2017/18, a relatively minor adverse net variance was achieved at year end of £0.110m but it should be noted that the service was supported by additional £1m funding throughout the year to address demand pressures and delays in delivering Financial plan savings.

4.6 Children & Young People

Favourable £0.553m

Children & Young People delivered a managed underspend through management actions around non filling of vacancies and implementation of the corporate freeze on discretionary spend.

4.7 Customer & Communities

Favourable £0.338m

Underspends have been achieved during the year due to non-filling of vacancies reflecting process improvements within Business Support and the cessation of non-essential spend across the services.

4.8 Finance, IT & Procurement

Favourable £0.783m

Savings have been delivered through the restructuring of the service following the launch of Business World. Corporate underspends within Loans Charges, IT and Non Domestic Rates rebates are held within this service position.

4.9 Human Resources

Favourable £0.085m

Underspends have been achieved during the year due to non-filling of vacancies and the cessation of non-essential spend.

4.10 Regulatory Services

Favourable £0.339m

Increased income from Planning fees and Transport along with savings from discretionary spend have resulted in a favourable year end position within Regulatory Services.

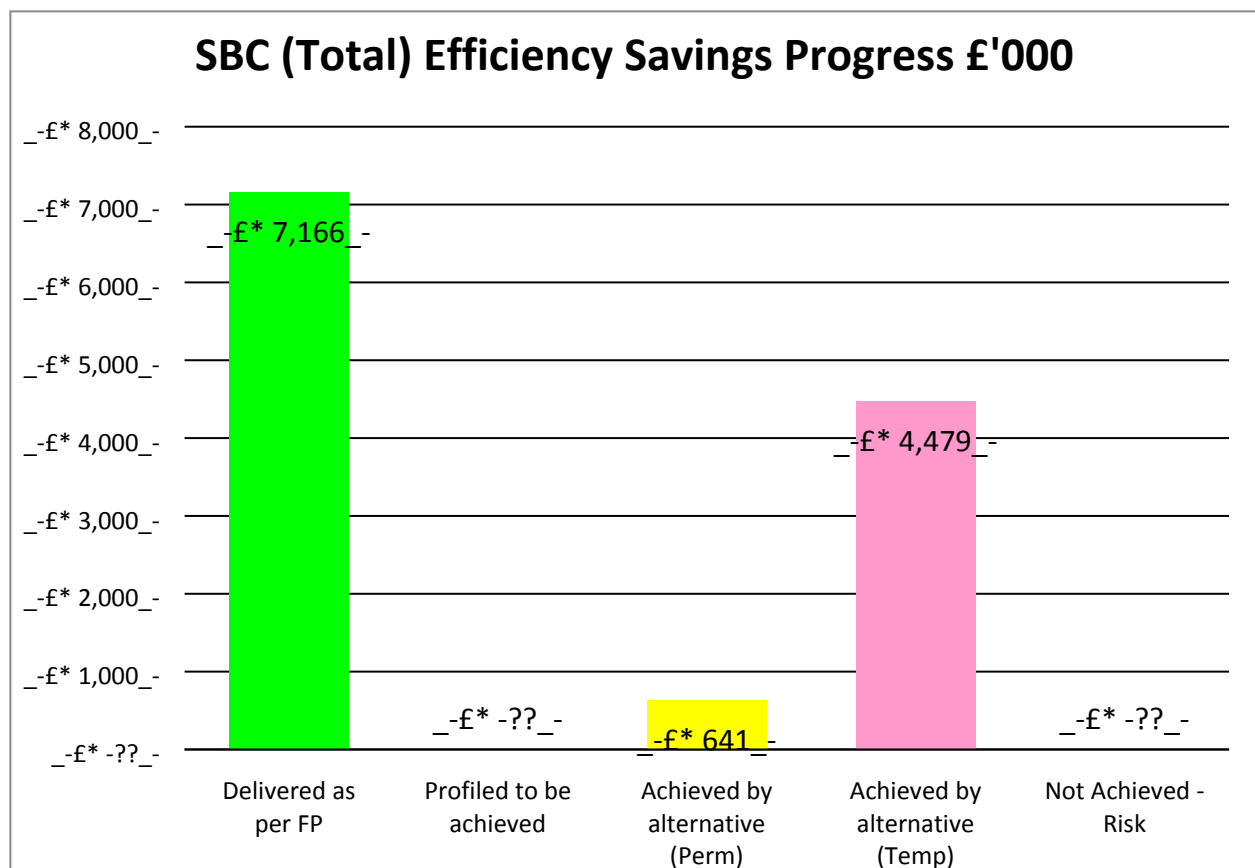
4.11 Funding (Including Council Tax)

Favourable £0.484m

Council Tax of £57.798m was billed compared to an original budget estimate of £57.202m included in the 2017/18 financial plan; giving an overall favourable position of £0.596m. As part of the in-year monitoring processes an additional £0.839m income was projected bringing the final revised income budget to an anticipated £58.041m, the actual Council tax billed by year end was marginally lower than this position, however, giving an adverse year end position against the revised budget of £0.243m. This is offset by lower than anticipated spend within the Council Tax Reduction Scheme of £0.729m.

5 FINANCIAL PLAN SAVINGS

- 5.1 A summary of the delivery of all savings agreed within the 2017/18 Financial Plan is outlined in Appendix 2 to this report and is summarised for the Council as a whole below:



- 5.2 Overall, savings of £12.286m were delivered during 2017/18. Of these, £7.807m (64%) were delivered permanently (£7.166m (59%) as intended and £0.641m (5%) by alternative means). The remaining £4.479m (36%) of savings were achieved on a temporary basis and thus these savings will require to be addressed permanently during 2018/19. The Corporate Management Team is now focussing particular emphasis on the permanent delivery of these remaining 2017/18 savings during the early part of

2018/19 or the identification of alternative proposals.

- 5.3 The chart above highlights the continuing scale of savings being delivered within the Council on an ongoing basis with a further £12.286m being delivered in 2017/18, £7.8m permanently. £8.96m of savings were delivered on a permanent basis in 2016/17, £6.62m in 2015/16, £6.571m in 2014/15 and £4.579m in 2013/14, demonstrating the scale of change undertaken within the Council over the last 5 years. It should be noted that a significantly greater level of savings were required in 2016/17 and 2017/18 compared to previous years. The savings not yet delivered on a permanent basis, however, highlight the need for robust scrutiny and challenge by Senior Officers and Elected Members and reinforces the importance of effective budgetary control being maintained by managers and regular reporting during the financial year. The delivery of savings is the key to the ongoing financial sustainability and stability of the Council and the risks of non-delivery pose a significant threat to the delivery of the financial plan. Ongoing effort will be required going forward to further improve this delivery performance due to the scale of further savings required in 2018/19.

6 YEAR END POSITION

- 6.1 The favourable outturn position reported is subject to the statutory audit process. There is a requirement to increase the Council's bad debt provision by £165k to ensure the provision remains in line with management's assessment of high risk outstanding debts. This leaves a remaining outturn balance of £0.864m.
- 6.2 Recognising the significant programme of change which requires to be delivered in 2018/19 including savings not yet delivered brought forward from previous years, it is recommended that the £0.864m underspend is directed to 2018/19 to support delivery of the Financial Plan.

7 IMPLICATIONS

- 7.1 **Financial Recommendations**
There are no costs attached to any of the recommendations contained in this report its content being specifically related to reporting the revenue account outturn as at 31 March 2018.
- 7.2 **Risk and Mitigations**
The final outturn position reported is subject to the external audit. Additionally, the recurring impact of reported pressures during the financial year and the temporary achievement of £4.479m of planned efficiency savings will require to be addressed on a permanent and recurrent basis in 2018/19. As part of the Council's approach to risk, financial risks have been identified and are being managed at a Corporate level owned by the Chief Financial Officer.
- 7.3 **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.
- 7.4 **Acting Sustainably**
There are no significant effects on the economy, community or environment.

7.5 Carbon Management

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

7.6 Rural Proofing

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

7.7 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.

8 CONSULTATION

- 8.1 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

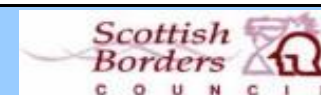
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Background Papers:
Previous Minute Reference:

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Contact us at Suzy Douglas, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA; Tel: 01835 824000 X5881.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL
SUMMARY
2017/18


	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Culture & Sport	6,190	6,146	44	0	44	Small underspend due to the delayed transfer of Kelso 3G pitch management
Asset & Infrastructure	27,585	28,958	(1,374)	(80)	(1,453)	Adverse winter conditions have created a significant overspend within Asset & Infrastructure (£1,038k). The impact of the adverse weather conditions and reduced profit Margins in SBContracts have also contributed to the year end position
Economic Development & Corporate Services	573	651	(79)	46	(33)	Small overspend due to lower than anticipated Commercial Rent income being achieved.
Health & Social Care	49,230	49,346	(115)	0	(115)	The Health and Social Care service is reporting a net overspend of £115k. Within the IJB delegated services demand pressures in Older People of £613k have been offset by underspends in the Joint Learning Disability service, Joint Mental Health, and People with Physical Disabilities.
Public Health	68	63	5	0	5	
Children & Young People	112,335	111,065	1,269	(717)	553	This outturn reflects the position after £1.3m DSM and £1.1m Pupil Equity Funding have been carried forward to 2018/19. Net underspend primarily attributable to managed freeze on discretionary spend across all services including schools and vacancy management across all services and primarily within Additional Support Needs. Partially offset by pressures on Children's Out of Area Placements, C&YP Leadership Group new contract arrangements, School Transport and School Meals
Customer & Communities	14,476	14,138	338	0	338	Underspends in Business Support, Business Planning, Democratic services and Customer Advice and Support have been achieved through non filling of vacancies and a reduction in discretionary spend. An underspend in Scottish Welfare Fund has also arisen due to a reduced number of claims in year.
Finance, IT & Procurement	32,481	31,698	783	0	783	Corporate underspends within Loans Charges, IT and Non Domestic Rates rebates are held within this service position.
Human Resources	5,536	5,450	85	0	85	Underspends within HR due to non filling of vacancies and discretionary spend savings.
Regulatory Services	7,029	6,690	339	0	339	Underspends due to increased income from Planning and Building standards and underspends due to vacancy management and the impact of the freeze on discretionary spend.
Total	255,502	254,207	1,295	(750)	545	

Financed by:						
Revenue Support Grant	(170,708)	(170,707)	(1)	0	(1)	
Non-Domestic Rates	(32,673)	(32,673)	0	0	0	
Council Tax	(58,041)	(57,798)	(243)	0	(243)	Council tax billed is 0.5% lower than projected mid year reducing the anticipated income collection by £243k, original financial plan assumption was exceeded by £0.6m. Overall collection rates are not impacted.
Council Tax Reduction Scheme	5,815	5,086	729	0	729	Additional RSG of £675k was received in the latter part of 2017/18 following legislative changes to Council tax. In 2017/18 the level of claim did not increase accordingly but the budget was retained to support the anticipated winter pressure.
Capital Financed by Current Revenue	458	458	0	0	0	
Reserves:						
Earmarked Balances from 2016/17	(6,446)	(6,446)	0	0	0	
Earmarked Balances for future years	7,139	7,889	(750)	750	0	Increase to DSM and PEF carry forwards (£717k), to earmark unallocated small schemes budget into 2018/19 (£80k), clawback match funding for Employability ESF project required in 2017/18 (£46k).
Transfers to\from Reserves	(1,045)	(1,045)	0	0	0	
Total	(255,502)	(255,236)	(266)	750	484	
Total underspend					1,029	

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18



Culture & Sport	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Cultural Services	3,650	3,642	9	0	9	Underspend due to lower than anticipated costs of pitch management
Sports Services	2,540	2,505	35	0	35	
Total	6,190	6,146	44	0	44	

Key Highlights, Challenges & Risks

Management fee payments to Live Borders and sports trusts have largely occurred as previously projected.


MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2017/18**



Asset & Infrastructure	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Property Management Services	3,763	3,852	(89)	0	(89)	Property rationalisation savings (£34k) and Energy Efficiency savings (£62k) not achieved
Estates Management Services	342	344	(2)	0	(2)	
Catering Services	704	922	(218)	0	(218)	Reduced school meal income due to 5.5 snow days. £100k Assets & Infrastructure savings approved at the last Executive met from underspends in Cleaning and Design Services below
Cleaning & Facilities Management	1,246	1,213	33	0	33	Reduced materials spend and improved income in the last quarter
Design Services	206	134	72	0	72	£32k vacancy savings within Engineers. £40k increased Architects income due to commercially focussed working & maximisation of external income
Major Projects	139	116	23	0	23	Less projects than anticipated required funding from the feasibility budget
Neighbourhood Operations	11,754	12,793	(1,039)	(80)	(1,119)	Impact of adverse winter £1,039k. Increased earmarked balance for Small Schemes delayed due to Bellwin works (£80k)
Network & Infrastructure Asset Management	1,365	1,321	43	0	43	£43k underspend due to the impact of the severe winter weather. This affected the ability to complete repair works to the Council's assets in the latter part of the financial year
SBcContracts	(449)	(266)	(182)	0	(182)	Increased overhead expenditure and reduced gross profit margin on Major Contracts works, partially offset by improved margin on Surfacing and Bond Coat work
Fleet Management Services	(296)	(293)	(3)	0	(3)	
Pay Parking	(17)	(17)	0	0	0	
Waste Management Services	8,827	8,838	(11)	0	(11)	
Total	27,585	28,958	(1,374)	(80)	(1,453)	

Key Highlights, Challenges and Risks

The challenging winter weather has created a significant overspend within Asset & Infrastructure. Increased costs of £1.437m compared to an average winter in Salt, overtime, Vehicles and road repairs has been incurred. These have partly offset by the Receipt of £0.401m from Scottish Government leaving a pressure of £1.038m to be funded by SBC.

MONTHLY REVENUE MANAGEMENT REPORT SCOTTISH BORDERS COUNCIL 2017/18						
Asset & Infrastructure	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Snow days have also negatively impacted on Catering income in Secondary schools and a reduced profit margin in SBContracts has resulted in lower than anticipated trading profit.						

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18


Economic Development & Corporate Services	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Corporate Policy	221	219	3	0	3	
Economic Development	1,428	1,461	(33)	46	13	Staff turnover saving
Commercial Property Income	(1,233)	(1,185)	(48)	0	(48)	Under recovery of income compared to budget
Emergency Planning	156	156	(0)	0	(0)	
Total	573	651	(79)	46	(33)	

Key Highlights, Challenges & Risks

Economic Services and Corporate services have a largely balanced year end position. Commercial Property income was 4% lower than the challenging budget set, despite this an occupancy rate of almost 90% was achieved.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2017/18**



Health & Social Care	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Child Protection	178	159	20	0	20	Discretionary spend saving
Adult Protection	391	349	42	0	42	Discretionary spend saving
Emergency Duty Team	287	323	(36)	0	(36)	Staffing pressure due to increased demand
Business Support - Staff Development	256	224	32	0	32	Efficiencies following centralisation of resources
Quality Improvement	206	191	15	0	15	Staff turnover saving
Services in Criminal Justice System	1,122	1,066	56	0	56	In year underspend against SG allocation but significant commitments carried forward to 2018/19
Safer Communities	449	399	50	0	50	Underspends in Hired & Contracted Services £68k offset by overspend in Community Safety Manager post.
Older People	18,685	19,298	(613)	0	(613)	Demand pressure in Residential Care / Housing with Care / Respite / Additional hours have resulted in a significant overspend. Outturn exceeds base budget by £1.425m.
Joint Learning Disability	16,730	16,593	137	0	137	Staffing saving and increased diligence in service delivery
Joint Mental Health	2,135	2,007	128	0	128	Staffing saving in early part of year and increased diligence in service delivery
People with Physical Disabilities	3,570	3,535	35	0	35	Saving due to reduced service demand
Generic Services	5,221	5,202	19	0	19	Staff turnover saving
Total	49,230	49,346	(115)	0	(115)	
Public Health	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/underspend	
Public Health	68	63	5	0	5	
Total	68	63	5	0	5	

Key Highlights, Challenges and Risks

Health and Social Care services have experienced significant financial pressure in the year, 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 above available budget, 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.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2017/18**



Children & Young People	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Early Years	5,722	5,601	121	0	121	Delayed staff recruitment and management of discretionary spend.
Primary Schools	31,344	30,773	571	(276)	295	Increase Pupil Equity Fund (PEF) earmarked balance (£294k) and a reduction in DSM carry forward (£18k).
Secondary Schools	40,111	39,682	429	(441)	(12)	Increase PEF earmarked balance (£145k) and DSM carry forward (£296k).
Additional Support Needs	10,380	9,946	434	0	434	Underspend arising from staffing vacancies and unallocated ANA hours.
Children & Families Social Work	14,402	14,518	(117)	0	(117)	Increased cost of External residential placements from September 2017 when £300k was transferred from Children & Families budget to fund slippage in corporate transformation programme.
Educational Psychology	538	522	16	0	16	
Central Schools	3,372	3,450	(78)	0	(78)	Adverse one-off variance on Children & Young People's Leadership Group (£92k) attributable to additional costs of 3 months start-up of Quarriers contract and additional cost of 1 month extension of Action for Children contract.
School Meals	1,782	1,804	(23)	0	(23)	
School Transport	3,627	3,728	(101)	0	(101)	Increased costs at outturn as a result of additional bus and taxi provision during academic year 2017/18, increased contracts prices and scholar pass fare increases.
Community Learning & Development	1,058	1,041	17	0	17	
Total	112,335	111,065	1,269	(717)	553	

Key Highlights Challenges & Risks

The Children & Young People Service has delivered a delivered a managed net underspend following carrying forward Devolved School Management and Pupil Equity Funding balances. 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. Enrolment has now taken place for the next stage of the expansion in August 2018 across a further 5 settings, with further expansion planned across remaining settings in 2019 and 2020.

Children & Families continues to experience financial pressure, particularly in relation to the cost and volatility of external residential placements. A plan has now been put in place to target the most expensive and manageable placements and to identify and implement better, more appropriate and cost-effective alternative options for young people from the start of 2018/19. £300k was removed from this budget to fund corporate pressures in September 2017.

Primary and Secondary schools have both delivered a positive year-end variance as a result of a number of management actions, not least a freeze on all non-essential spend since late 2017. There is an adverse variance on the Children and Young People Leadership Group budget, one-off this year. This is attributable to the parallel running of 2 main contracts over the January to April period as new commissioning arrangements come into effect.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL **2017/18**



Customer & Communities	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Business Support	5,383	5,328	55	0	55	Staff turnover and discretionary spend savings
Business Planning Performance & Policy Development	956	934	22	0	22	Underspend in School Boards (£7k), staff turnover savings (£7k), discretionary spend (£8k)
Community Planning & Engagement	591	594	(2)	0	(2)	
Localities Fund	0	0	0	0	0	
Customer Advice & Support Services	3,130	2,949	181	0	181	£51k increased staff turnover following delayed filling of posts, £47k reduced expenditure following freeze on discretionary spend and £74k higher than anticipated income.
Democratic Services	1,657	1,632	25	0	25	Underspends in projected appeal expenses (£7k), elected members costs (training, travel & catering (£11k) and civic hospitality (£7k).
Business Change & Programme Management	490	473	16	0	16	Staff turnover savings
Discretionary Housing Payments	700	733	(33)	0	(33)	Pressure due to misalignment of expected and actual funding due to unanticipated funding calculation revisions during the year.
Housing Benefits	979	975	5	0	5	
Non Domestic Rates Relief	172	173	(1)	0	(1)	
Scottish Welfare Fund	417	348	69	0	69	Lower level of claims than anticipated in year
Total	14,476	14,138	338	0	338	

Key Highlights, Challenges & Risks

Significant underspends have been achieved during the year due to non filling of vacancies reflecting business process improvements and the cessation of non essential spend across the services.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18



Finance, IT & Procurement	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Chief Executive	339	341	(1)	0	(1)	
Finance	4,418	4,203	215	0	215	Corporate rates refund following appeal £230k, offset by absorbing 3 months of IJB CFO post cost (£16k)
Information Technology	9,880	9,626	253	0	253	Lower than anticipated direct 3rd party costs incurred within ICT.
Capital Financed from Current Revenue	0	0	0	0	0	
Interest on Revenue Balances	(20)	(1)	(19)	0	(19)	Lower than anticipated interest on revenue balances
Loan Charges	18,324	18,002	322	0	322	Lower than anticipated borrowing costs
Provision for Bad Debts	125	135	(10)	0	(10)	Higher write off of Corporate debts than anticipated
Recharge to Non-General Fund	(586)	(609)	23	0	23	Additional income from loans and pension fund recharge
Total	32,481	31,698	783	0	783	

Key Highlights, Challenges & Risks

Savings have been delivered through the restructuring of the service following the launch of Business World. Corporate underspends relating to Loans charges, Non domestic rates rebates following successful appeals and IT are contained within the Finance, Procurement & IT year end position.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18



Human Resources	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Human Resources	3,957	3,905	53	0	53	Staff turnover savings (£37k) reduced quantity of Long Service Awards payments required (£6k) and discretionary spend efficiencies (£10k) Pool car costs lower than anticipated due to delayed pilot implementation
Early Retirement/Voluntary Severance	355	355	0	0	0	
Communications & Marketing	509	502	7	0	7	
Corporate Transformation	715	690	25	0	25	
Total	5,536	5,450	85	0	85	

Key Highlights, Challenges & Risks

Underspends have been achieved during the year due to non filling of vacancies and the cessation of non essential spend.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2017/18



Regulatory Services	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/ (Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Planning Services	1,101	1,057	43	0	43	Improved Planning Development Fee income (£25k) and control of discretionary expenditure in the last quarter (£18k).
Assessor & Electoral Registration Services	612	589	22	0	22	Reduced expenditure relating to postages (£17k) and Canvassers (£5k).
Passenger Transport	2,242	2,063	179	0	179	Increased Income from Bus Subsidies (£67k), reduced Galashiels Transport Interchange expenditure (£35k), increased net income in Minibuses (£63k), reduced expenditure for Borders Community Transport (£14k)
Audit & Risk	325	310	15	0	15	Vacancy savings
Legal Services	615	597	17	0	17	Improved Licencing Income
Protective Services	1,429	1,371	58	0	58	Reduced sampling expenditure (£47k) and discretionary spend savings (£11k).
Housing Strategy & Services	706	702	4	0	4	
Total	7,029	6,690	339	0	339	

Key Highlights, Challenges & Risks

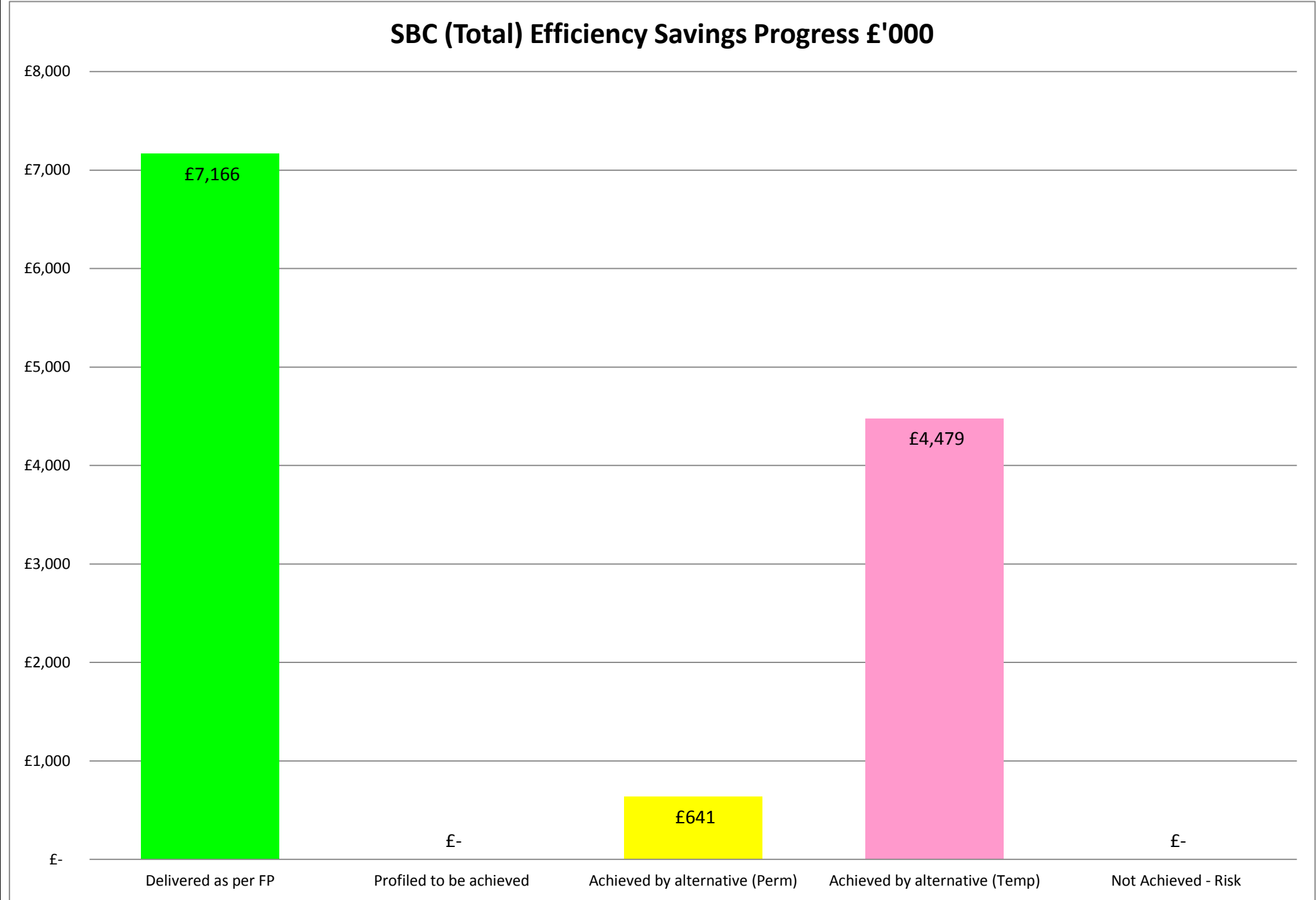
Regulatory Services has successfully delivered their 2017-18 Financial plan savings. Planning and Building standards income is highly variable but has exceeded that achieved in recent years. Further income targets have been included in the 2018-19 Financial plan which will be challenging. However, the service will continue to engage with the Scottish Government on potential changes to these fees. Underspends in other areas within Regulatory Services relate to vacancy management and the impact of the freeze on discretionary spend.

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FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

SBC Total

Status	Saving £'000	Saving %
Delivered as per FP	£ 7,166	58%
Profiled to be achieved	£ -	0%
Achieved by alternative (Perm)	£ 641	5%
Achieved by alternative (Temp)	£ 4,479	36%
Not Achieved - Risk	£ -	0%
	12,286	100%

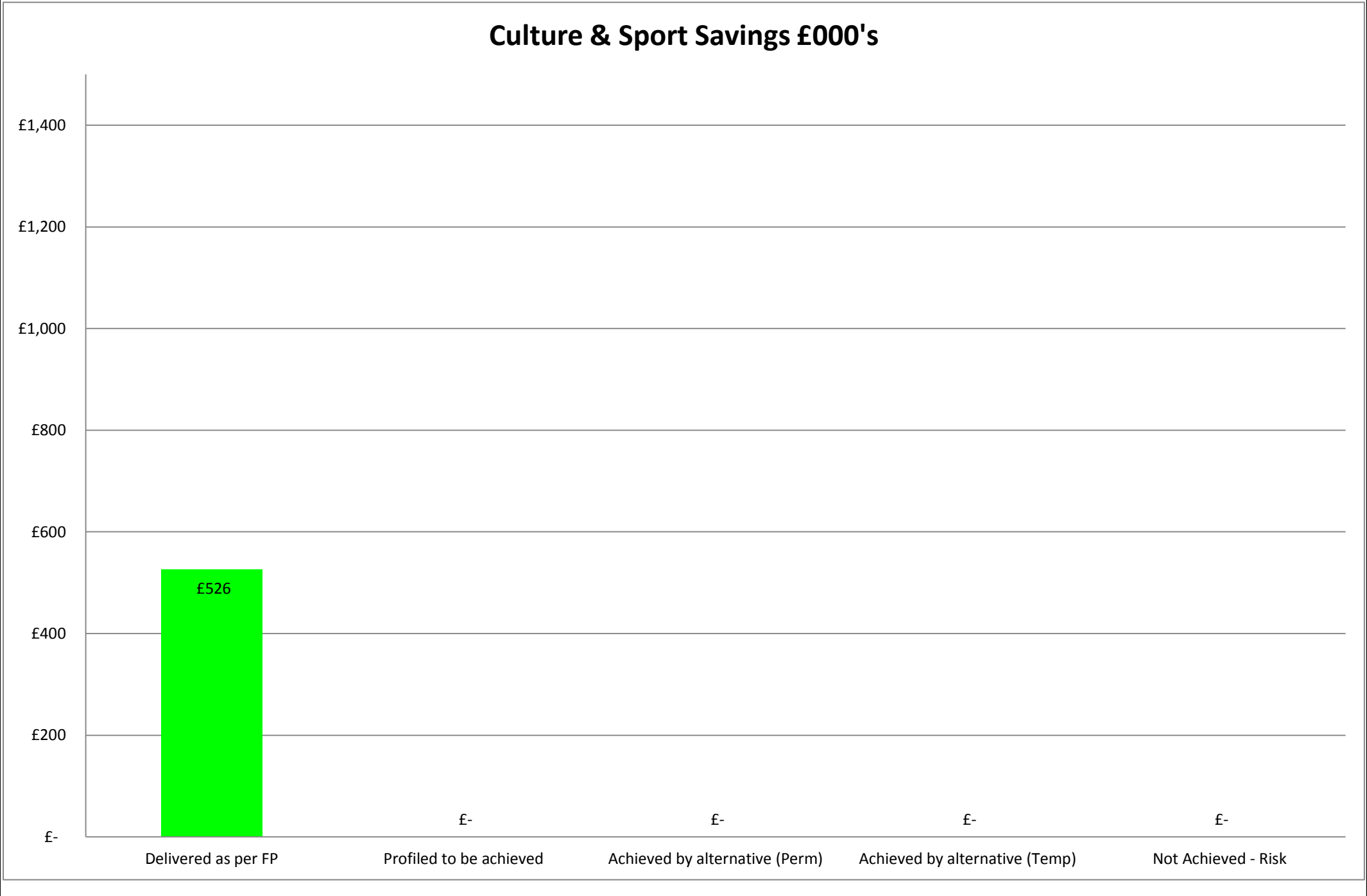


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

CULTURE & SPORT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Reduce Management Fee to Sports Trusts	526	526				
	526	526	0	0	0	0



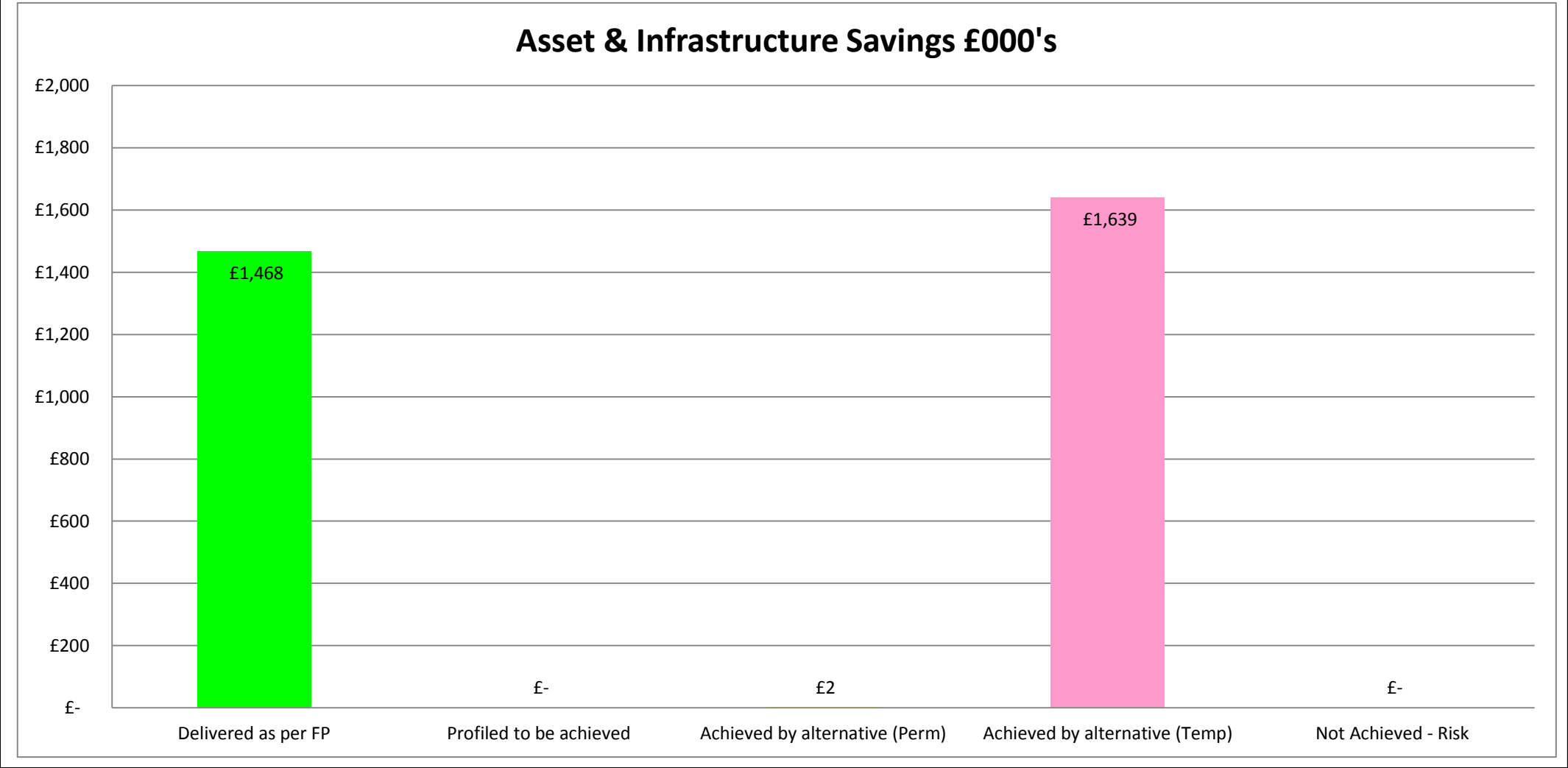
FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

ASSETS & INFRASTRUCTURE

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Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Roads review savings	491	47			444	
Estates Manpower Saving	24	24				
Cleaning Services Rationalisation (inc Janitor, crossings)	260	30			230	
More efficient property and asset portfolio	144	22			122	
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			77	
	3,109	1,468	0	2	1,639	0

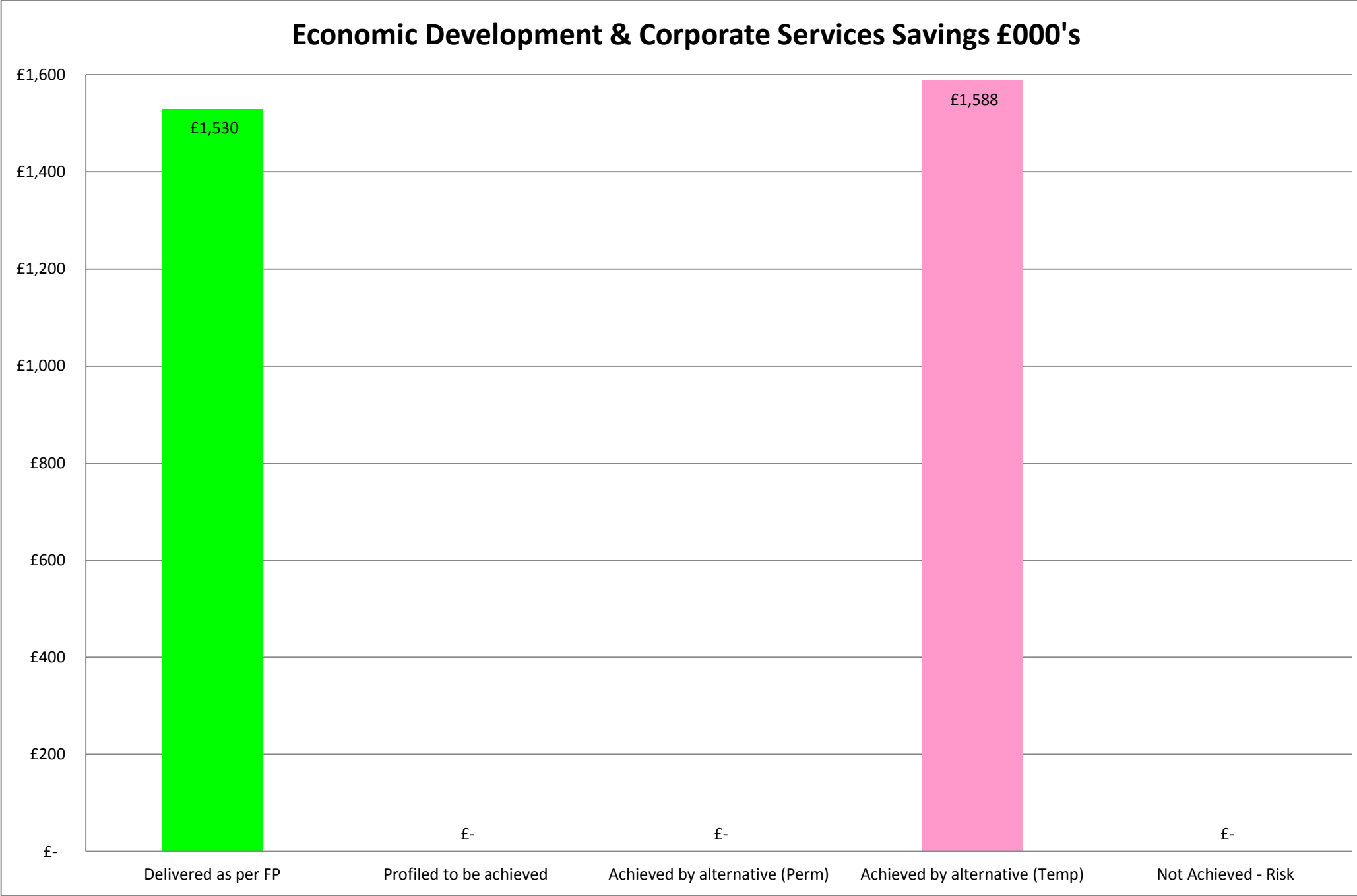


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

ECONOMIC DEVELOPMENT & CORPORATE SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Savings in Communications	7	7				
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

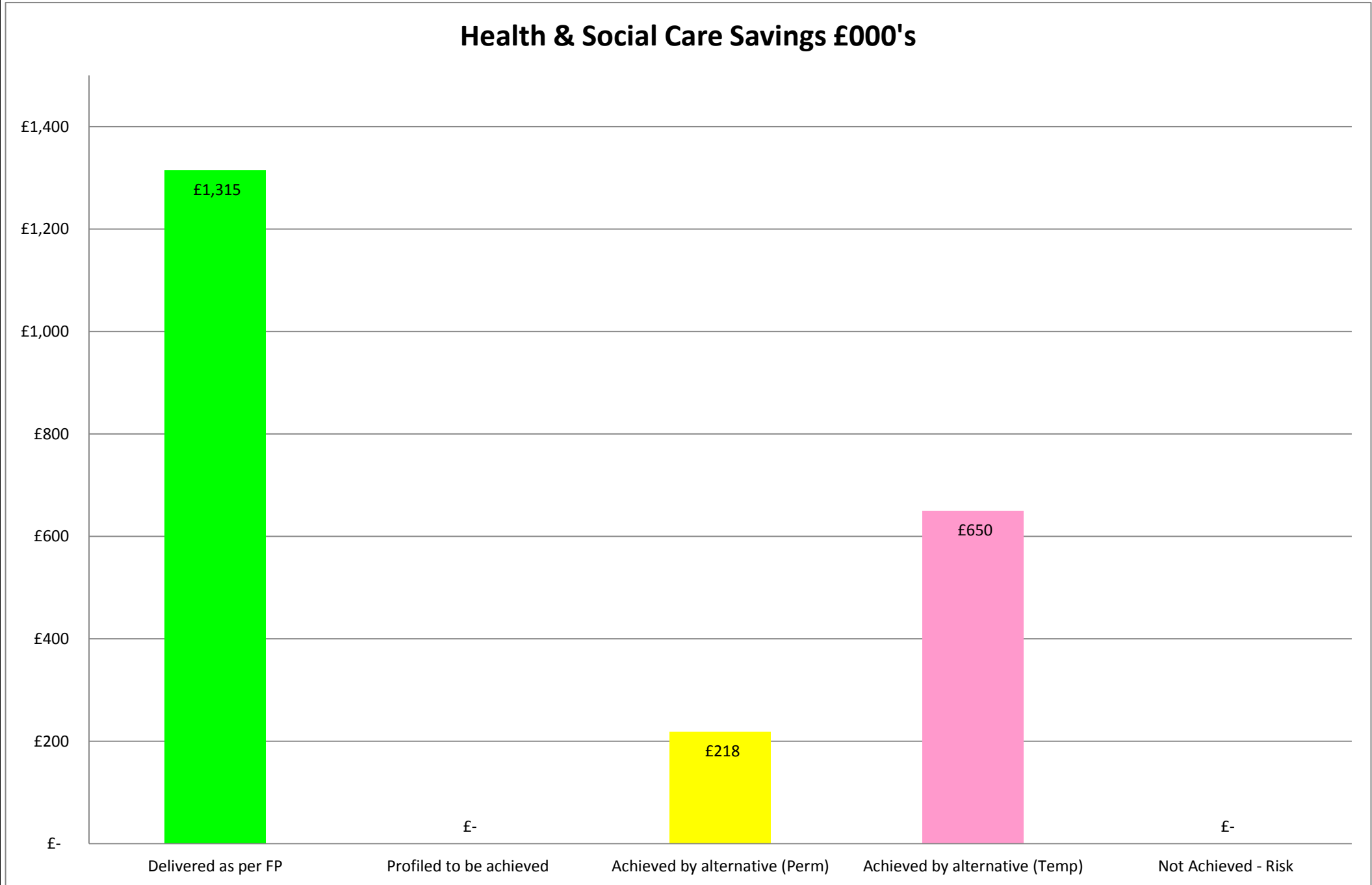


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

HEALTH & SOCIAL CARE

Savings :

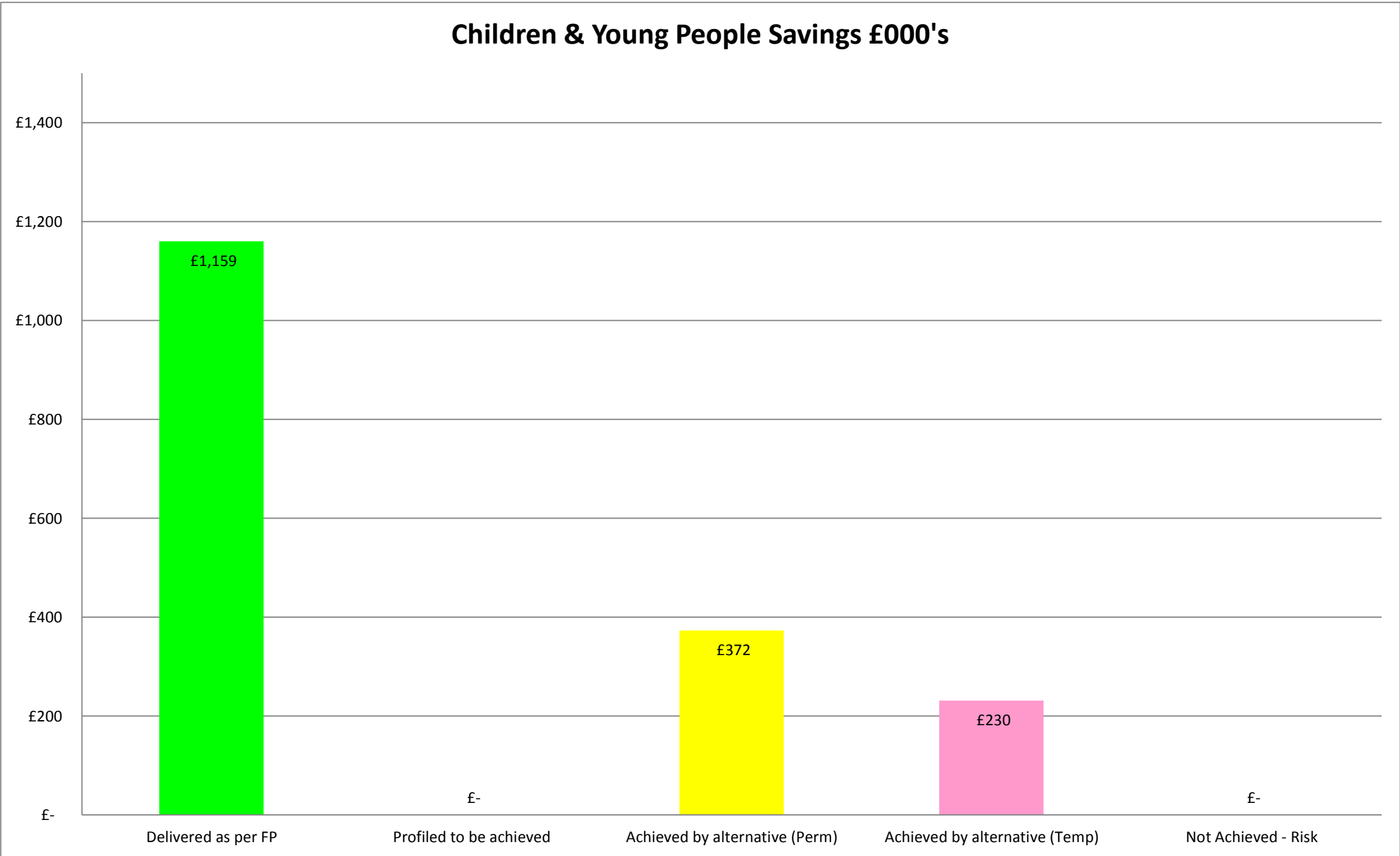
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Health & Social Care Integrated Structure Savings	50	50				
Efficiency review of contracts and commissioning arrangements	375	215			160	
Review of Older People service to reflect 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	437			437	
	2,183	1,315	0	218	650	0



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	1,159	0	372	230	0

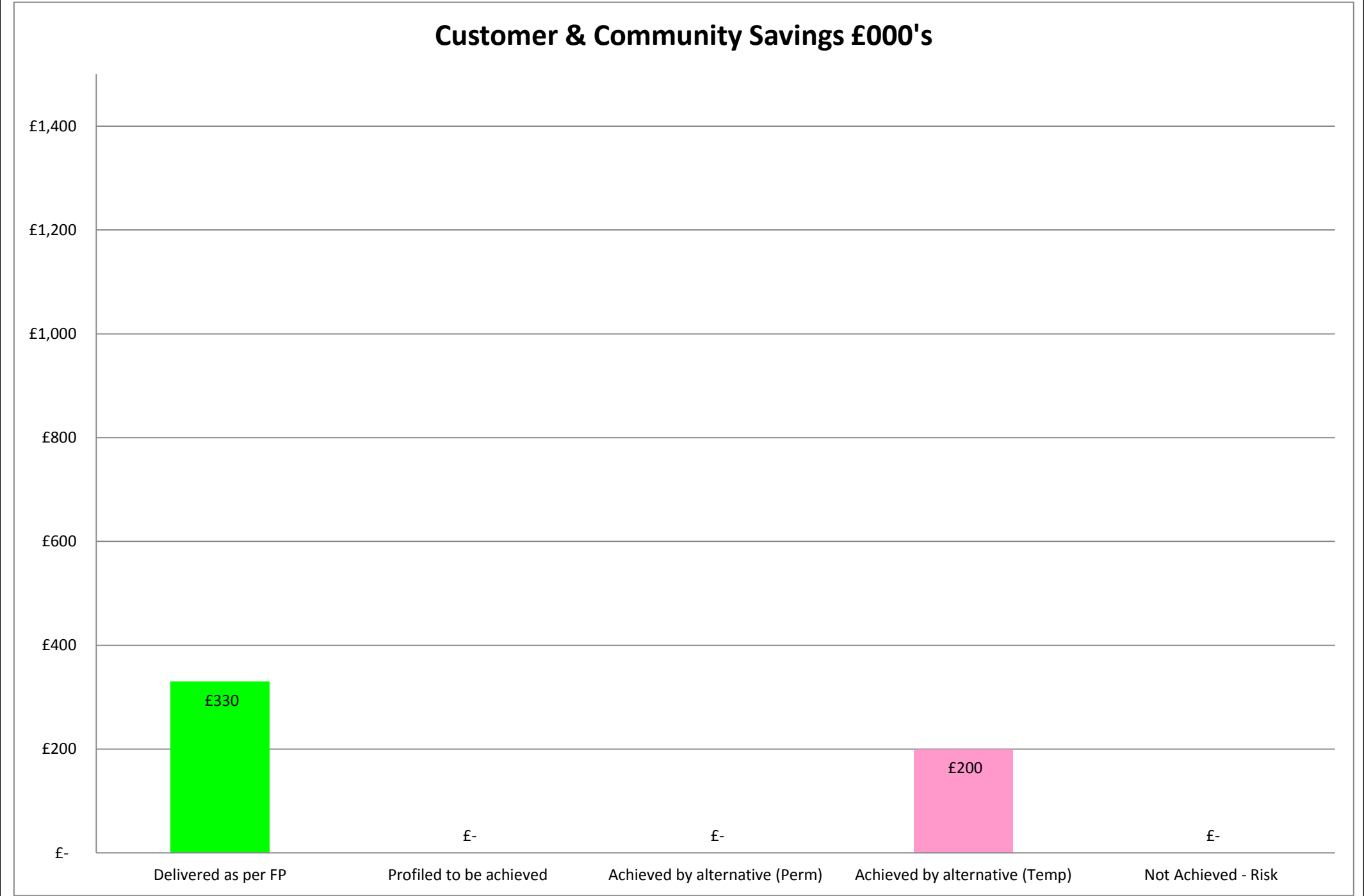


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

CUSTOMER & COMMUNITIES

Savings :

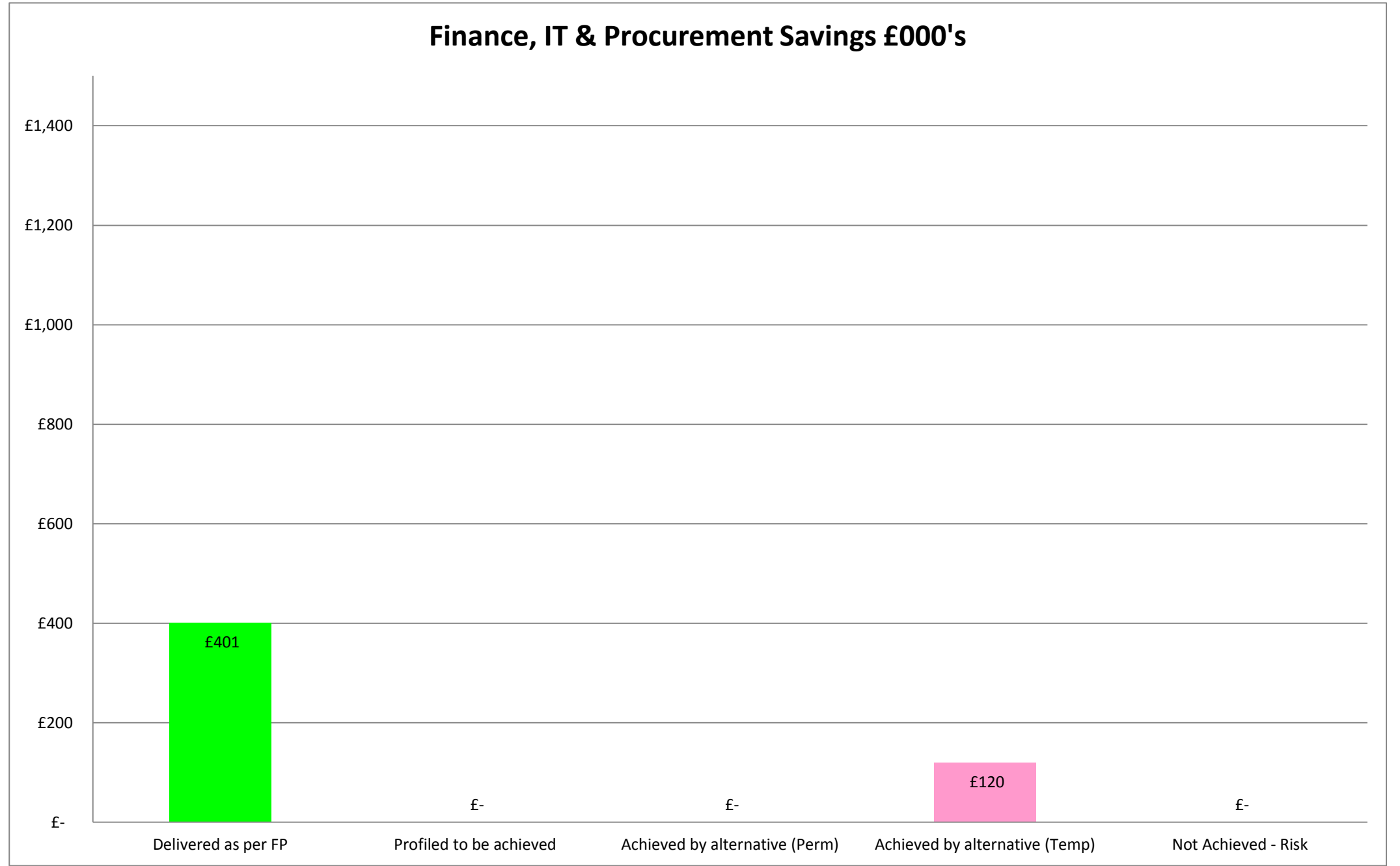
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Savings in Executive Support	6	6				
Integrated Customer Services Model	150	150				
Customer Services	60	60				
Review commissioning arrangements (Grants)	200				200	
2nd Homes Council Tax	114	114				
	530	330	0	0	200	0



FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

FINANCE, IT & PROCUREMENT

Savings :	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
Insurance shared service with 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

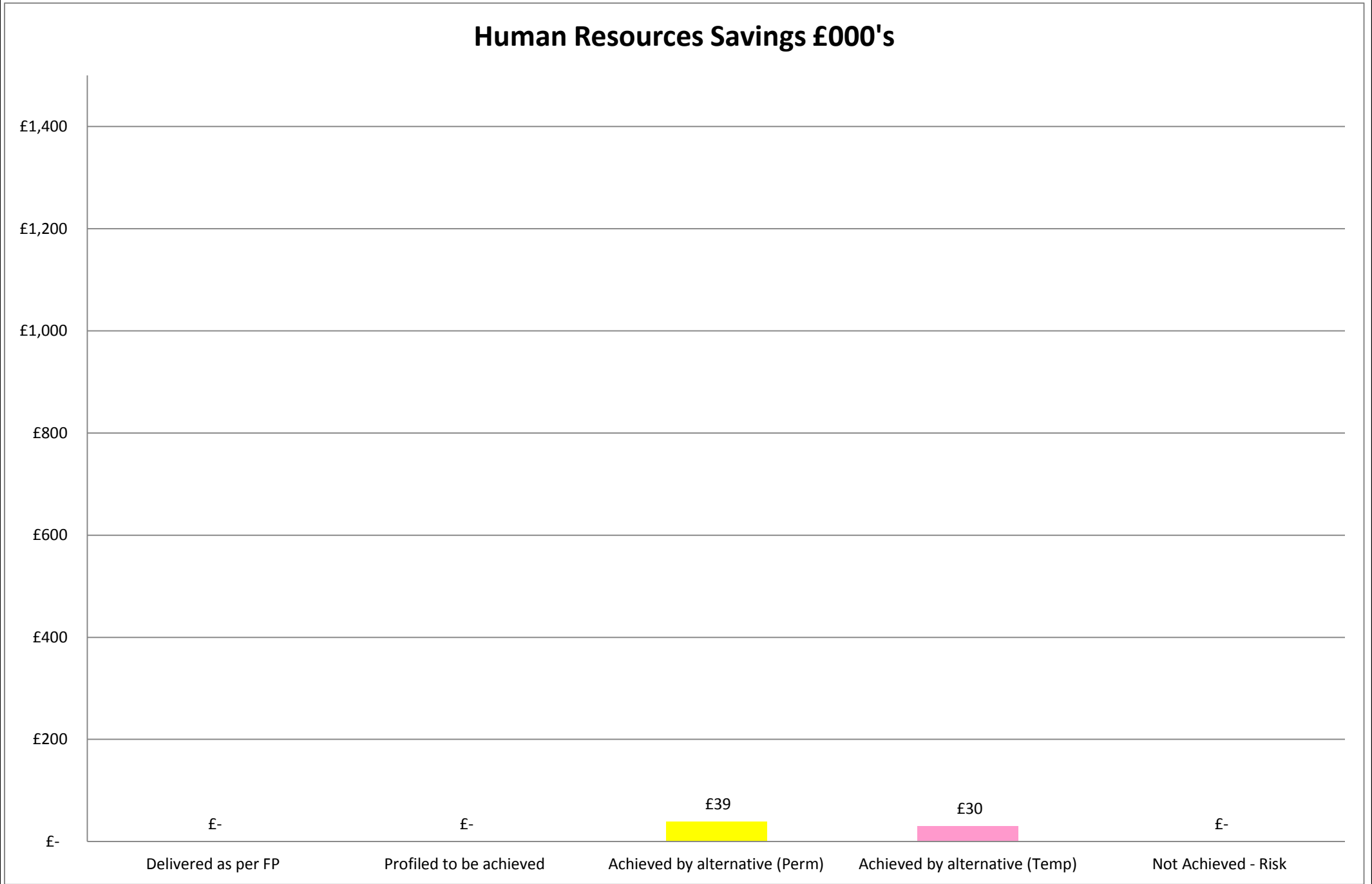


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

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

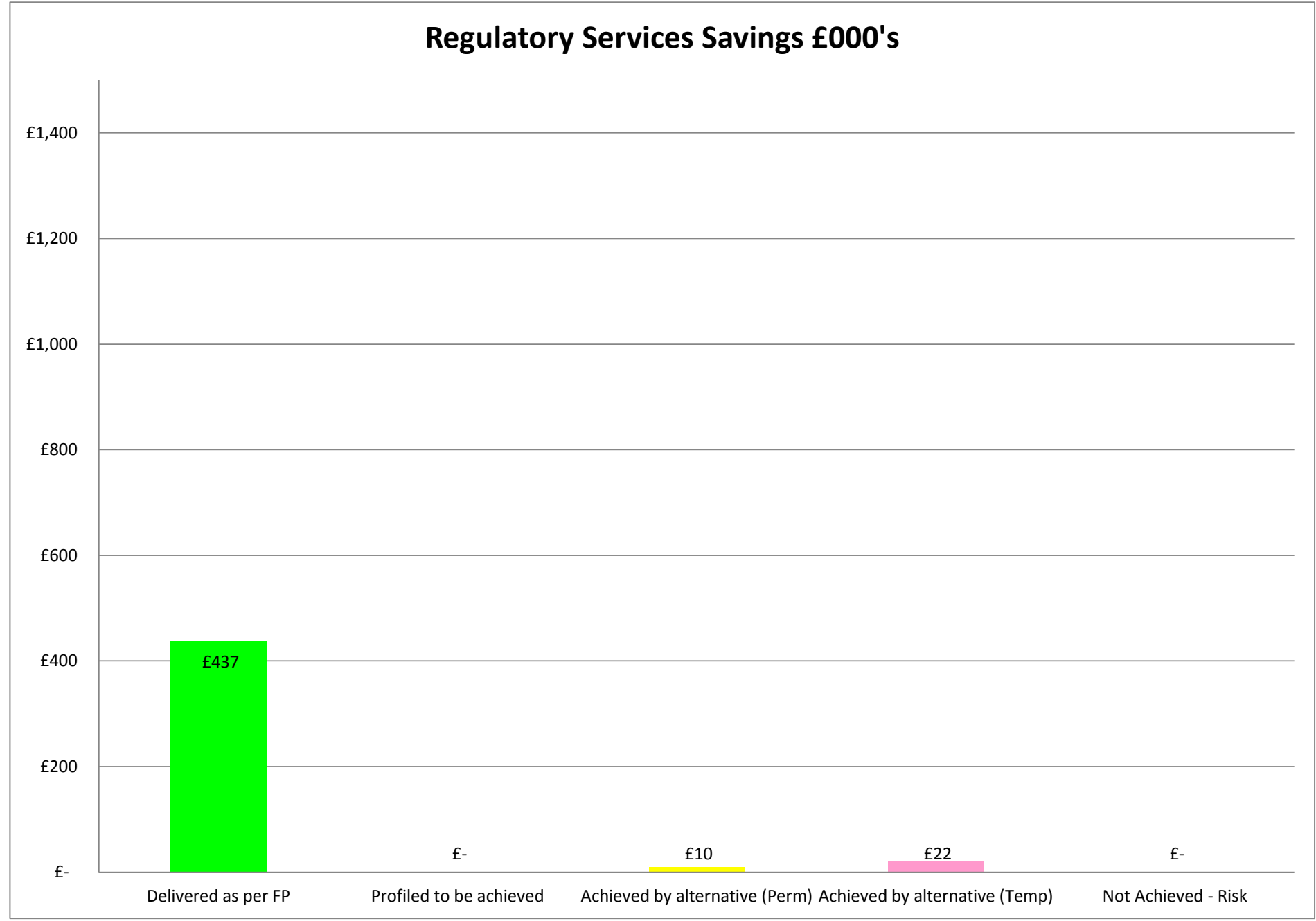


FINANCIAL PLAN EFFICIENCY PROGRESS 2017/18

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	437	0	10	22	0



BALANCES AT 31 MARCH 2018

Report by Chief Financial Officer

EXECUTIVE COMMITTEE**19 June 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 2018.**
- 1.2 The Council's General Fund useable reserve (non-earmarked) balance is £5.638m at the end of the financial year. The 2017/18 balances are before a series of technical accounting adjustments, the effect of which are expected to be broadly neutral. Adjustments required as a result of the Statutory Audit process will be reported at the conclusion of the Audit. There are a number of areas of potential pressures identified for 2018/19 which, if not addressed during the financial year, may require the drawdown of further resources from the useable reserve.
- 1.3 The total of all useable balances, excluding developer contributions, at 31 March 2018 is £28.793m compared to £25.467m at 31 March 2017. It should be noted that the 2017/18 figures include £7.998m of balances earmarked for use in 2018/19 (2016/17 £6.554m of balances earmarked for use in 2017/18).

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee:**
 - (a) **Notes the revenue balances as at 31 March 2018 as per Appendices 1 & 2 including movement in the Allocated Reserve since the last reporting period; and**
 - (b) **Notes the 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 unaudited balances on these Funds represent the Council's useable reserves which at the 31 March 2018, is as follows:

BALANCES	2016/17 £m	2017/18 £m
Earmarked Balances (non DSM)	4.865	5.556
Earmarked Balances (DSM – including Pupil Equity Fund)	1.689	2.442
Allocated Balances	5.899	5.058
Revenue (Unallocated Reserve)	5.638	5.638
Unaudited 2017/18 revenue outturn	0	1.029
Corporate Property Repairs & Renewals Fund	0	0.426
Insurance Fund	1.125	1.063
Plant & Vehicles Renewals Fund	4.901	5.982
Capital Fund (exc. Developer Contributions)	1.350	1.599
	25.467	28.793

3.3 The balances shown above are before a series of technical adjustments which are required to reflect international accounting requirements. These adjustments are expected to be broadly neutral in terms of the final balances and will be confirmed following finalisation of the Council's statutory accounts.

4 BALANCES AT 31 MARCH 2018

4.1 Appendix 1 summarises the projected transactions and resultant 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, allocated reserves and the unaudited 2017/18 revenue outturn is £5.638m at 31 March 2018.

4.2 During 2017/18 General Fund reserves have been adjusted as follows:

	Increase / (Draw down) £	Executive Committee Reporting
Opening 2017/18 balance	5.842m	
Transfer into allocated balances to support ER/VS	(0.204m)	September 2017
Balance at 31 st March 2018	5.638m	

- 4.3 The Corporate Financial Risk Register relating to 2017/18 was considered at the Council Meeting on 9 February 2017 and identified potential risks which included 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 was assessed to be at £10.870m and the projected useable General Fund balance, at £5.638m, was 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, this recommendation was then updated to £6.315m on the 20 February 2018 effective from 1 April 2018. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.
- 4.4 It was reported in the February 2018 monitoring report to the Executive Committee that during 2017/18 allocated reserves were increased by £2.272m and £4.174m reserves were released to support the 2017/18 revenue budget. The changes to the Allocated Balances since this last reporting position is shown in the table below and comprises:
- (a) a further draw down of £0.119m from the ER/VS reserve into the revenue budget for severance agreed in 2017/18;
 - (b) a return of £1.030m to the IT transformation reserve to reflect timing movements in the IT transformation programme of work. This balance will be drawn down in 2018/19;
 - (c) the £1m adverse weather reserve was drawn down in 2017/18 to support the net overspend of £1m as a result of the snow weather event in February and March 2018. This balance has been repaid from the wider Council outturn position in 2017/18 to ensure a £1m adverse weather reserve remains.

4.5 Allocated Balances as at the 31 March 2017 are £5.058m as follows:

ALLOCATED BALANCES	31st March 2017 £m	Increase during 2017/18 £m	Released during 2017/18 £m	31st March 2018 £m
IT transformation	2.600	1.030	(2.600)	1.030
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	1.000	(1.000)	1.000
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0.198	0.272	(0.119)	0.351
Total	6.049	4.302	(5.293)	5.058

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
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Background Papers:
Previous Minute Reference:

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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	18,296
Projected Income (RSG, NDR, Council Tax)	255,634				255,634
Projected Net Revenue Expenditure	(254,207)				(254,207)
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	(9,889)	2,442	7,447		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
Return unallocated IT Transformation budget to allocated reserve for drawdown in 2018/19	(1,030)			1,030	0
Transfer allocated reserve from CFCR to ER/VS				(68)	(68)
Transfer allocated reserve from CFCR to ER/VS				68	68
Drawdown from ERVS Allocated Reserve	119			(119)	0
Projected Balance at 31 March 2018	6,667	2,442	5,556	5,058	19,723

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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	<u>2,222</u>	<u>2,181</u>	<u>1,715</u>	<u>6,118</u>
	2,222	7,103	2,840	12,165
Projected Expenditure	1,796	1,121	1,777	4,694
Contribution to Reserves				-
Transfer to/from General Fund	<u> </u>	<u> </u>	<u> </u>	<u>-</u>
Projected Balance at 31 March 2018	426	5,982	1,063	7,471

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CAPITAL FINANCIAL PLAN 2017/18 – FINAL UNAUDITED OUTTURN

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with a statement comparing the final capital outturn for 2017/18 with the final budget for the year and identifies the main reasons for any significant variations.**
- 1.2 The final capital outturn statement for 2017/18 is included at Appendix 1 and includes the reasons identified by the Project Managers and Budget Holders for the variances to the final approved budget. This identifies an outturn expenditure of £36.016m which is £7.378m below the final revised budget of £43.394m.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**
 - (a) Agrees the final outturn statement in Appendix 1;**
 - (b) Agrees the additional allocation of £0.121m to the Roads network from Emergency & Unplanned funds including surface defect rectification following the winter;**
 - (c) Notes the adjustments to funding in Appendix 1;**
 - (d) Notes the final block allocations in Appendix 2;**
 - (e) Approves the block allocations in Appendix 3; and**
 - (f) Notes the whole project costs detailed in Appendix 4.**

3 BACKGROUND

- 3.1 The Council approved the original Capital Financial Plan for 2017/18 on 9 February 2017 and detailed budgetary control reports were presented to the Executive Committee in September, and November 2017 and February 2018.
- 3.2 The monitoring reports contained actual expenditure to date, together with the latest budget and projected outturn. The resultant variances were then analysed between in-year variances (i.e. timing issues) and overall project savings or overspends. Comments were provided for material variances. The outturn at 31 March 2018 will adjust the 2018/19 budget with movements carried forward in line with the Financial Regulations.
- 3.3 The table below shows the movements in the resources of the Capital Plan since the last monitoring report to the Executive Committee on 14 February 2017:

	£000s
Capital Plan 2017/18 as Approved Executive Committee 14 February 2018	42,937
Land & Property Infrastructure CFCR	65
ICT transformation CFCR	378
Sir Walter Scott contribution from Selkirk Common Good	14
Revised Capital Plan 2017/18	43,394

- 3.4 To complete the annual cycle of reporting this report compares the final budget for the year with the final, but as yet unaudited, outturn.

4 FINAL OUTTURN STATEMENT

- 4.1 Appendix 1 to this report contains the final outturn statement for the Capital Financial Plan for 2017/18 for each of the services in the Plan with the actual expenditure to 31 March 2018. The latest approved budget includes all approvals made up to and including 31 March 2018.
- 4.2 The final outturn shows a final net variance of £7.378m against the current approved budget as a result of timing movements between financial years. This makes the total net movement between 2017/18 and future years £14.605m (25.3% of total budget). See the chart in 4.11 below. As a result of this budget movement between years, the estimated borrowing element of the capital financing for 2017/18 has been reduced. This has a short term revenue benefit for the Council due to the delay of statutory capital repayments through the revenue account and reduced interest payments on external borrowing.
- 4.3 Appendix 2 contains a summary of the final out-turn position for each block contained within the 2017/18 Capital Plan.
- 4.4 Appendix 3 contains a summary for each block allocation within the 2018/19 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.5 Appendix 4 contains a list of estimated whole life project costs for those key schemes where the project has not been completed in the financial year 2017/18.

4.6 Key highlights from variances in Appendix 1 are:

(a) **Hawick Flood Protection**

Work has been progressing more quickly than anticipated resulting in a forward timing movement of £0.412m being required from 2018/19.

(b) **Energy Efficiency works**

A timing movement to 2018/19 is required as identified works will now be completed in 2018/19.

(c) **Roads & Bridges**

A timing movement is required to 2018/19 as a result of a delay in the planned programme of works due to the severe winter weather experienced in February and March 2018. An allocation of £5.7m in 2018/19 is available as a result of base budget and timing movements to allow programme delivery.

(d) **ICT Transformation**

A timing movement into 2018/19 of £2m is required to reflect the timing profile of IT transformation with work now planned to be delivered in 2018/19.

(e) **Early Learning and Childcare**

A timing movement is required for the Early Years facility at St Boswells to reflect the latest construction works profile.

(f) **School Estate block**

A timing movement is required in the School Estate block to reflect the current programme for delivery of works.

4.8 **Emergency & Unplanned Schemes**

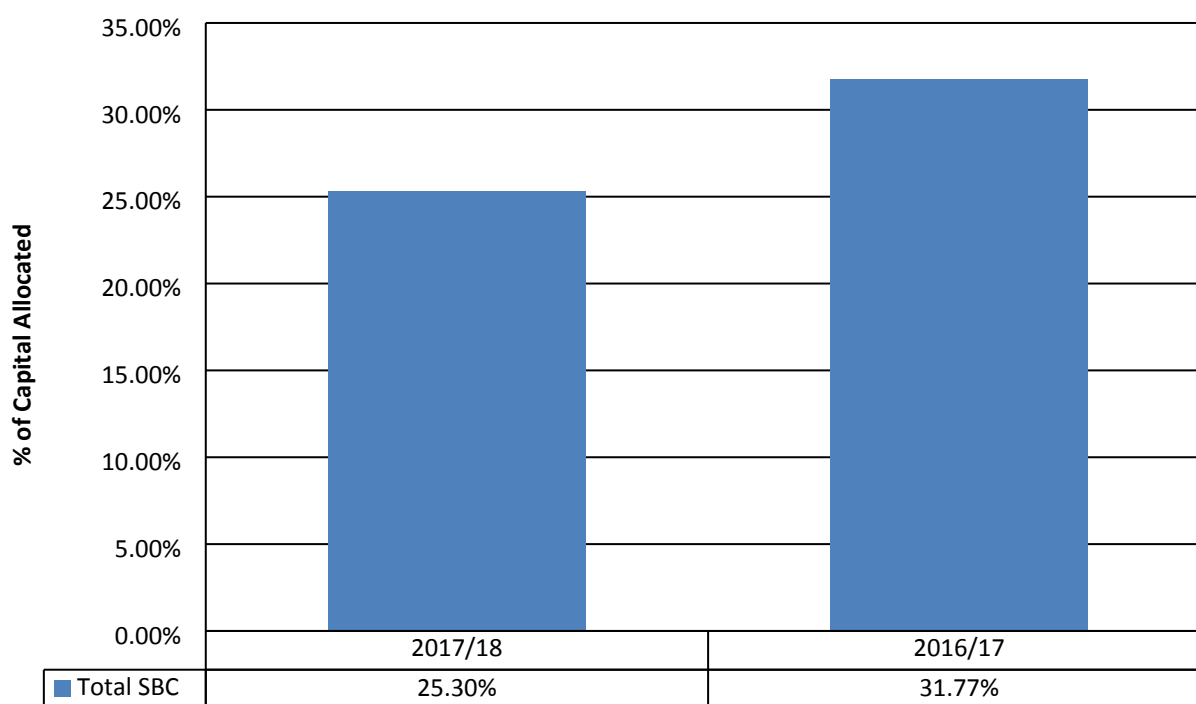
The table below provides an update on the position for Emergency & Unplanned Schemes:

	£000s
Budget per Capital Financial Plan monitoring report, Executive Committee 14 February 2018	137
Cost saving - Hawick 3G	17
Cost Saving – Galashiels Developments for GIRR1-3	177
Galashiels Masterplanning additional survey works	(28)
Duns PS final stage commissioning costs	(51)
Langlee PS final stage commissioning costs	(131)
Allocation of Emergency & Unplanned balance to Roads block	(121)
Out-turn Balance	0

4.10 As reflected in the table above it is proposed that the net balance of funding of £0.121m for emergency and unplanned budget in 2017/18 will be used to enhance the condition of the roads network in 2018/19.

4.11 The total timing movements during 2017/18 have reduced from the previous year as shown in the table on the following page.

Capital Timing Movement 2016/17 & 2017/18



5 IMPLICATIONS

5.1 Financial

There are no financial implications beyond those contained in the report and Appendices 1-4.

5.2 Risk and Mitigations

There is a small risk that the final outturn may change as the quality assurance and external audit continues on the final accounts for 2017/18. The processes for project management and ensuring sound budgetary control is maintained are subject to regular review and discussion with individual project managers and Service Directors. This process ensures that the Council aligns its management of the capital programme as closely as possible with the best practice guidance set out in the Accounts Commission 'Major capital investment in councils' publication. Each capital project has appropriate risk management and associated risk registers in place, following the Corporate Risk Management Policy and Framework, to ensure that risks are identified and managed to an acceptable level.

5.3 Equalities

No Equalities Impact Assessment has been carried out in relation to the contents of this 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.

5.4 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.

5.5 **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.

5.6 **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.

5.7 **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.

6 **CONSULTATION**

6.1 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.

6.2 The Service Director Assets & Infrastructure has been consulted in the preparation of this report and the content of the detailed appendices and any comments incorporated.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager, 01835 824000 Ext 5881
Doreen Pringle	Senior Finance Officer - Capital, 01835 824000 Ext 5961

Background Papers: n/a

Previous Minute Reference: n/a

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Scottish Borders Council
Capital Financial Plan

SUMMARY

	2017/18				2018/19			2019/20			2020/21 - 2026/27		
	Actual to 31/03/18	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	1,121	1,121	1,315	-194	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	107	107	100	7	1,100	0	1,100	300	0	300	600	0	600
Flood & Coastal Protection	2,310	2,310	2,224	86	5,064	-86	4,978	13,157	0	13,157	28,103	0	28,103
Land and Property Infrastructure	2,716	2,716	3,798	-1,082	7,027	1,110	8,137	4,542	0	4,542	23,192	0	23,192
Road & Transport Infrastructure	10,039	10,039	11,620	-1,581	8,626	1,145	9,771	8,335	-5	8,330	61,042	0	61,042
Waste Management	517	517	652	-135	5,574	135	5,709	984	0	984	511	0	511
Total Assets & Infrastructure	16,810	16,810	19,709	-2,899	29,391	2,304	31,695	29,318	-5	29,313	127,448	0	127,448
Corporate	2,181	2,181	4,477	-2,296	553	2,286	2,839	529	0	529	3,962	0	3,962
Total Other Corporate Services	2,181	2,181	4,477	-2,296	553	2,286	2,839	529	0	529	3,962	0	3,962
School Estate	13,894	13,894	14,609	-715	9,538	939	10,477	5,958	0	5,958	38,486	0	38,486
Total Children & Young People	13,894	13,894	14,609	-715	9,538	939	10,477	5,958	0	5,958	38,486	0	38,486
Sports Infrastructure	517	517	608	-91	350	74	424	654	0	654	5,555	0	5,555
Culture & Heritage	375	375	561	-186	1,497	258	1,755	765	0	765	1,897	0	1,897
Total Culture & Sport	892	892	1,169	-277	1,847	332	2,179	1,419	0	1,419	7,452	0	7,452
Economic Regeneration	1,747	1,747	2,627	-880	9,928	1,776	11,704	4,933	0	4,933	1,094	0	1,094
Housing Strategy & Services	272	272	390	-118	408	118	526	375	0	375	2,925	0	2,925
Total Economic Development & Corporate Services	2,019	2,019	3,017	-998	10,336	1,894	12,230	5,308	0	5,308	4,019	0	4,019
Emergency & Unplanned Schemes	0	0	137	-137	300	16	316	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes	0	0	137	-137	300	16	316	300	0	300	2,100	0	2,100
Social Care Infrastructure	220	220	276	-56	301	56	357	4,953	0	4,953	899	0	899
Total Health & Social Care	220	220	276	-56	301	56	357	4,953	0	4,953	899	0	899
Planned Programming Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Planned Programming Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Scottish Borders Council	36,016	36,016	43,394	-7,378	52,266	7,827	60,093	47,785	-5	47,780	184,366	0	184,366

	R A G	2017/18				2018/19			2019/20			2020/21 - 2026/27		
		Actual to 31/03/18	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														
Plant & Vehicle Replacement - P&V Fund	A	1,121	1,121	1,315	-194	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		1,121	1,121	1,315	-194	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non-Plant & Vehicle Fund														
Other Fleet	A	107	107	100	7	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
		107	107	100	7	1,100	0	1,100	300	0	300	600	0	600
Flood & Coastal Protection														
Flood Studies	A	398	398	515	-117	350	117	467	350	0	350	2,450	0	2,450
General Flood Protection Block	A	131	131	356	-225	174	225	399	200	0	200	1,400	0	1,400
Hawick Flood Protection	A	1,326	1,326	914	412	4,390	-412	3,978	12,607	0	12,607	24,253	0	24,253
Selkirk Flood Protection	A	455	455	439	16	150	-16	134	0	0	0	0	0	0
		2,310	2,310	2,224	86	5,064	-86	4,978	13,157	0	13,157	28,103	0	28,103
Land and Property Infrastructure														
Asset Rationalisation	A	74	74	132	-58	2,083	58	2,141	950	0	950	1,500	0	1,500
Bannerfield Play Area	G	0	0	0	0	3	0	3	0	0	0	0	0	0
Building Upgrades	A	593	593	743	-150	630	150	780	730	0	730	5,310	0	5,310
Galashiels Master Plan	A	91	91	63	28	0	0	0	0	0	0	0	0	0
Cleaning Equipment Replacement Block	G	50	50	50	0	50	0	50	50	0	50	350	0	350
Combined Depot Enhancements	A	8	8	0	8	306	-8	298	0	0	0	0	0	0
Commercial Property Upgrades	G	0	0	0	0	80	0	80	50	0	50	350	0	350
Contaminated Land Block	A	3	3	135	-132	38	132	170	52	0	52	364	0	364
Public Conveniences	G	155	155	155	0	45	0	45	0	0	0	0	0	0
Drainage - Parks and Open Spaces Block	A	41	41	37	4	43	-4	39	0	0	0	0	0	0
Energy Efficiency Works	A	472	472	1,010	-538	1,870	538	2,408	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	A	596	596	812	-216	635	216	851	835	0	835	5,845	0	5,845
Parks & Open Spaces - Upgrades	G	0	0	0	0	524	0	524	130	0	130	758	0	758
Play Facilities	G	20	20	20	0	20	0	20	0	0	0	0	0	0
Outdoor Community Spaces	G	0	0	0	0	700	0	700	700	0	700	1,400	0	1,400
Wilton Lodge Park	A	548	548	576	-28	0	28	28	0	0	0	0	0	0
Projects funded from Revenue Land and Property	G	65	65	65	0	0	0	0	0	0	0	0	0	0

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
		2,716	2,716	3,798	-1,082	7,027	1,110	8,137	4,542	0	4,542	23,192	0	23,192
Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	A	45	45	50	-5	2,110	5	2,115	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	A	38	38	50	-12	50	12	62	50	0	50	350	0	350
Cycling Walking & Safer Streets	A	259	259	328	-69	156	63	219	207	0	207	1,601	0	1,601
Engineering Minor Works	G	0	0	0	0	99	0	99	0	0	0	0	0	0
Galashiels Developments	A	23	23	616	-593	416	-416	0	205	5	200	0	0	0
Innerleithen to Walkerburn - Shared Access Route	A	93	93	153	-60	209	22	231	0	0	0	0	0	0
Lighting Asset Management Plan	A	212	212	216	-4	250	4	254	300	0	300	1,400	0	1,400
Reston Station Contribution	A	0	0	270	-270	330	270	600	500	0	500	1,240	0	1,240
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	A	7,630	7,630	8,150	-520	4,634	1,117	5,751	6,420	0	6,420	56,451	0	56,451
Selkirk Town Centre (Streetscape works)	A	494	494	510	-16	0	36	36	0	0	0	0	0	0
Street Lighting Energy Efficiency Project	A	1,052	1,052	1,122	-70	220	70	290	0	0	0	0	0	0
Union Chain Bridge	A	193	193	155	38	152	-38	114	653	0	653	0	0	0
		10,039	10,039	11,620	-1,581	8,626	1,145	9,771	8,335	5	8,330	61,042	0	61,042
Waste Management														
CRC - Bulky Waste Adjustments	G	0	0	0	0	267	0	267	0	0	0	0	0	0
CRC - Improved Skip Infrastructure	A	0	0	20	-20	146	20	166	0	0	0	0	0	0
Easter Langlee Cell 3 Leachate Pumping System	A	9	9	19	-10	0	10	10	0	0	0	0	0	0
Easter Langlee Cell Provision	G	219	219	219	0	0	0	0	550	0	550	110	0	110
Easter Langlee Leachate Management Facility	A	8	8	80	-72	23	72	95	377	0	377	42	0	42
New Easter Langlee Waste Transfer Station	A	235	235	218	17	5,090	-17	5,073	9	0	9	0	0	0
Waste Transfer Stations- Health & Safety Works	A	0	0	50	-50	0	50	50	0	0	0	0	0	0
Waste Containers	G	46	46	46	0	48	0	48	48	0	48	359	0	359
		517	517	652	-135	5,574	135	5,709	984	0	984	511	0	511
Total Assets & Infrastructure		16,810	16,810	19,709	-2,899	29,391	2,304	31,695	29,318	5	29,313	127,448	0	127,448

Plant & Vehicle Fund	
Plant & Vehicle Replacement - P&V Fund	Budget to be grossed down to reflect actual purchases in 2017/18, fully funded by the Plant & Vehicle Fund.
Flood & Coastal Protection	
Flood Studies General Flood Protection Block Hawick Flood Protection Selkirk Flood Protection	Reallocation of block and timing movement to 2018/19 required as detailed in Appendix 2. Reallocation of block and timing movement to 2018/19 required as detailed in Appendix 2. Forward timing movement from 2018/19 required. Timing movement from 2018/19.
Land and Property Infrastructure	
Asset Rationalisation Building Upgrades Galashiels Master planning Combined Depot Enhancements Contaminated Land Block Drainage - Parks and Open Spaces Block Energy Efficiency Works Health and Safety Works Wilton Lodge Park	Timing movement sought to 2018/19. Timing movements and reallocation of block required, as detailed in Appendix 2 and 3. Additional survey works undertaken, request for virement from Emergency & Unplanned Schemes for £28k. Small timing movement from 2018/19 to cover works at Lower Mansfield, Hawick. Timing movement sought to 2018/19. Progress with identified sites taking longer than anticipated, works will be undertaken in 2018/19. Small timing movement from 2018/19 requested. Timing movement requested to 2018/19 to as unable to complete all identified works within 2017/18. Timing movements and reallocation of block required, as detailed in Appendix 2 and 3. Timing movement to 2018/19 for capital works completion. Overall budget situation continues to be closely monitored by officers.
Road & Transport Infrastructure	
A72 Dirtpot Corner - Road Safety Works Accident Investigation Prevention Schemes Block Cycling Walking & Safer Streets Galashiels Developments	Small timing movement to 2018/19. Programme delivery on target for 2018/19. Timing movement to 2018/19, due to inclement weather some works will need to be undertaken in spring 2018. Timing movement sought to 2018/19 funded by Smarter Choices and additional grant gross up fro Paths for All. A grossing down of the CWSS grant in 2018/19 is also sought in line with official grant award letter. Gross down of GIRR5 budget in 2017/18 by £416k as already included in 2018/19 base budget and move to a new capital project under Economic Development for Galashiels Town Centre Regeneration. Virement of 177k to Emergency and Unplanned Schemes for GIRR1-3 claims (reduced from £200k for additional land and compensation payments required for Transport Interchange). GIRR5 - Budget moved to 2018/19. 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 sought to 2018/19 and gross down of grant not received.

Lighting Asset Management Plan	Reallocation of block required, as detailed in Appendix 2.
Reston Station Contribution	Timing movement to 2018/19.
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	Grossing up of additional income from STTS for an additional scheme in 2017/18. A timing movement is also sought to 2018/19 as a result of a delay in the programme of works due to the severe winter weather we have incurred. Gross up of budget to reflect
Selkirk Town Centre (Streetscape works)	Sustrans funding for Earlston to Leaderfoot footways.
Street Lighting Energy Efficiency Project	Gross up of additional income from Transport Scotland to cover works in 2017/18.
Union Chain Bridge	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.
	A timing movement from 2018/19 to cover the project management fee is required.
Waste Management	
Easter Langlee Leachate Management Facility	The specification for the works has been established. There has been a timing movement in commissioning the works.
Waste Transfer Stations- Health & Safety Works	Timing movement to 2018/19 sought.

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R A G	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate														
ICT - Outwith CGI Scope	A	51	51	93	-42	80	42	122	80	0	80	560	0	560
ICT Transformation	A	2,120	2,120	4,128	-2,008	473	2,008	2,481	449	0	449	3,402	0	3,402
ICT Projects Funded from Revenue	A	0	0	10	-10	0	0	0	0	0	0	0	0	0
IT Projects - pre CGI Contract	A	10	10	246	-236	0	236	236	0	0	0	0	0	0
		2,181	2,181	4,477	-2,296	553	2,286	2,839	529	0	529	3,962	0	3,962
Total Other Corporate Services		2,181	2,181	4,477	-2,296	553	2,286	2,839	529	0	529	3,962	0	3,962

Corporate														
ICT - Outwith CGI Scope		Timing movement requested to 2018/19 to reflect project delivery timescales. Gross up of budget and actual by £378k to reflect expenditure funded by transfer of budget from Revenue (CFCR). Timing movement to 2018/19 to reflect current overall project expenditure profile. Removal of budget, being taken forward under Revenue expenditure. Timing movement requested to 2018/19 to reflect project delivery timescales.												
ICT Transformation														
ICT Projects Funded from Revenue														
IT Projects - pre CGI Contract														

Scottish Borders Council
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		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
School Estate														
Broomlands Primary School	G	6,371	6,371	6,370	1	6	0	6	0	0	0	0	0	0
Complex Needs - Central Education Base	A	54	54	26	28	0	0	0	0	0	0	0	0	0
Duns Primary School & Locality Support Centre	A	765	765	714	51	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	367	367	737	-370	1,781	370	2,151	0	0	0	0	0	0
Kelso High School	A	341	341	362	-21	0	0	0	0	0	0	0	0	0
Langlee Primary School	A	3,419	3,419	3,267	152	3	0	3	0	0	0	0	0	0
Jedburgh Learning Campus	A	1,377	1,377	1,200	177	3,168	-177	2,991	667	0	667	0	0	0
School Estate Block	A	1,150	1,150	1,896	-746	4,580	705	5,326	4,551	0	4,551	24,335	0	24,335
School Estate Review	A	13	13	0	13	0	0	0	740	0	740	14,151	0	14,151
		13,894	13,894	14,609	-715	9,538	898	10,477	5,958	0	5,958	38,486	0	38,486
Total Children & Young People		13,894	13,894	14,609	-715	9,538	898	10,477	5,958	0	5,958	38,486	0	38,486

School Estate	
Broomlands Primary School	
Complex Needs - Central Education Base	Virement requested from School Estate Block to fund budget pressure arising from final main contractor account.
Duns Primary School & Locality Support Centre	Further budget pressure has arisen from final stage opening costs incurred, a virement from Emergency & Unplanned Schemes is requested to fund this.
Early Learning and Childcare	Small timing movement and reallocation within block required as detailed in Appendices 2 and 3. Timing movement required for St Boswells Early Years to reflect the latest construction works profile.
Kelso High School	Virement to Langlee Primary School to alleviate budget pressure.
Langlee Primary School	Further budget pressure has arisen from final stage opening costs incurred, a virement from Kelso High School for £21k and Emergency & Unplanned Schemes for £131k is requested to fund this.
Jedburgh Learning Campus	Progress on site better than profiled due to split of contract between enabling and main construction works. This had resulted in a forward timing movement from 2018/19 for £177k.
School Estate Block	Virement requested to Complex Needs and School Estate Review to cover project costs incurred. Reallocation within block headings required as detailed in Appendices 2 and 3, including timing movements required to 2018/19 to reflect the current programme for delivery of works.

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		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	A	294	294	336	-42	350	42	392	290	0	290	2,030	0	2,030
Hawick 3G Synthetic Pitch	A	75	75	97	-22	0	5	5	0	0	0	0	0	0
Jedburgh 3G Synthetic Pitch	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	A	148	148	175	-27	0	27	27	364	0	364	3,525	0	3,525
		517	517	608	-91	350	74	424	654	0	654	5,555	0	5,555
Culture & Heritage														
Jim Clark Museum	A	46	46	50	-4	1,305	24	1,329	5	0	5	0	0	0
Public Hall Upgrades	A	62	62	108	-46	72	46	118	0	0	0	307	0	307
Sir Walter Scott Court House - Phase 1	A	237	237	292	-55	0	107	107	0	0	0	0	0	0
Sir Walter Scott Court House - Phase 2	A	30	30	111	-81	60	81	141	760	0	760	1,590	0	1,590
Trimontium, Melrose	G	0	0	0	0	60	0	60	0	0	0	0	0	0
		375	375	561	-186	1,497	258	1,755	765	0	765	1,897	0	1,897
Total Culture & Sport		892	892	1,169	-277	1,847	332	2,179	1,419	0	1,419	7,452	0	7,452

Sports Infrastructure	
Culture & Sports Trusts - Plant & Services	Reallocation within block required as detailed in Appendix 2. Small timing movement to 2018/19 and reallocation of budget as detailed in Appendix 3.
Culture & Heritage	
Jim Clark Museum	Gross up of additional HLF funding required in 2017/18 and a small timing movement to 2018/19
Public Hall Upgrades	Timing movement sought to 2018/19 to allow completion of programme.
Sir Walter Scott Court House - Phase 1	Timing movement to 2018/19 to allow completion of steeple stone works and gross up additional contribution from Selkirk Common Good to enable the completion of project.
Sir Walter Scott Court House - Phase 2	Timing movement to 2018/19.

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	R A G	2017/18				2018/19			2019/20			2020/21 - 2026/27		
		Actual to 31/03/18	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
Economic Regeneration														
Great Tapestry of Scotland - Building	A	769	769	777	-8	1,627	8	1,635	4,145	0	4,145	30	0	30
Borders Town Centre Regeneration Block	A	0	0	100	-100	100	100	200	100	0	100	700	0	700
Central Borders Business Park	A	240	240	629	-389	5,500	389	5,889	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	738	738	1,121	-383	2,399	383	2,782	155	0	155	0	0	0
Galashiels Town Centre Regeneration	G					0	896	896						
		1,747	1,747	2,627	-880	9,928	1,776	11,704	4,933	0	4,933	1,094	0	1,094
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	A	272	272	390	-118	408	118	526	375	0	375	2,925	0	2,925
		272	272	390	-118	408	118	526	375	0	375	2,925	0	2,925
Total Economic Development & Corporate Services		2,019	2,019	3,017	-998	10,336	1,894	12,230	5,308	0	5,308	4,019	0	4,019

Economic Regeneration	
<p>Borders Town Centre Regeneration Block</p> <p>Central Borders Business Park</p> <p>Hawick Regeneration</p> <p>Galashiels Town Centre Regeneration</p>	<p>Timing movement required to 2018/19.</p> <p>Timing movement required to 2018/19 to reflect programme.</p> <p>Timing movement to 2018/19 and reallocation of block as per Appendix 3.</p> <p>Gross up additional income from Regeneration Capital Grant Fund in 2018/19 and move GIRR 5 money to enable capital investment in Galashiels Town Centre.</p>
Housing Strategy & Services	
Private Sector Housing Grant - Adaptations	Timing movement required to 2018/19 to reflect minor delays in receiving referrals for works during the year.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes	A	0	0	137	-137	300	16	316	300	0	300	2,100	0	2,100
		0	0	137	-137	300	16	316	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes		0	0	137	-137	300	16	316	300	0	300	2,100	0	2,100

Emergency & Unplanned Schemes	
Emergency & Unplanned Schemes	Virement from Hawick 3G Pitch for £17k for project outturn saving and from Galashiels Developments for GIRR1-3 Claims budget no longer required. Virements required to Galashiels Masterplanning and also Duns and Langlee Primary Schools requested to fund additional costs incurred in completion of the capital projects. Savings within Emergency and Unplanned fund to be vired to Roads and Bridges Block in 2018/19.

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	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
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Social Care Infrastructure														
Adult Services Facilities Upgrades	G	0	0	0	0	150	0	150	200	0	200	493	0	493
Care Inspectorate Requirements & Upgrades	A	53	53	50	3	51	41	92	53	0	53	406	0	406
Residential Care Home Upgrade Block	A	167	167	226	-59	0	15	15	0	0	0	0	0	0
Residential Dementia Care	G	0	0	0	0	100	0	100	4,700	0	4,700	0	0	0
		220	220	276	-56	301	56	357	4,953	0	4,953	899	0	899
Total Health & Social Care		220	220	276	-56	301	56	357	4,953	0	4,953	899	0	899

Social Care Infrastructure		
Care Inspectorate Requirements & Upgrades	Virement requested in 2018/19 from Residential Care Home Upgrade Block for £44k to undertake additional works to meet regulatory standards.	
Residential Care Home Upgrade Block	Timing movement required to 2018/19 for finishing works. Virement requested in 2018/19 to Care Inspectorate Requirements & Upgrades.	

Scottish Borders Council
Capital Financial Plan

		2017/18				2018/19			2019/20			2020/21 - 2026/27		
	R	Actual to 31/03/18	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Scottish Borders Council														
Upper Langlee Masterplanning	A	17	17	100	-83	0	0	0	0	0	0	0	0	0
Lawfield/Beanburn Ayton Masterplanning	A	37	37	40	-3	0	0	0	0	0	0	0	0	0
Older Persons Housing Strategy	A	41	41	50	-9	0	0	0	0	0	0	0	0	0
		95	95	190	-95	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
Developer Contributions	A	0	-95	-190	-95	0	0	0	0	0	0	0	0	0
		0	-95	-190	95	0	0	0	0	0	0	0	0	0
Non - Scottish Borders Council														
Bridge Homes - House Building	G	5	0	0	0	0	0	0	0	0	0	0	0	0
		5	0	0	0	0	0	0	0	0	0	0	0	0

Scottish Borders Council	Gross down of budget to reflect actual expenditure in year, fully funded from Developer Contributions
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CAPITAL FINANCING

CAPITAL FINANCING	R A G	2017/18			2018/19			2019/20			2020/21 - 2025/26		
		Latest			Latest			Latest			Latest		
		Projected	Approved	Variance	Approved	Variance	Projected	Approved	Variance	Projected	Approved	Variance	Projected
		Outturn	Budget		Budget		Budget	Budget		Budget	Budget		Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
C9001 - Capital - General Capital Grant													
Capital - General Capital Grant	G	-15,362	-15,362	0	-14,432	0	-14,432	-15,392	0	-15,392	-98,000	0	-98,000
C9002 - Scottish Government Specific Capital Grant													
Other Fleet	A	-107	-100	-7	0	0	0	0	0	0	0	0	0
Flood Studies	A	-398	-515	117	-350	-117	-467	-350	0	-350	-2,450	0	-2,450
Hawick Flood Protection	A	-1,061	-707	-354	-3,512	354	-3,158	-9,686	0	-9,686	-19,156	0	-19,156
Selkirk Flood Protection	A	-364	-351	-13	-120	13	-107	0	0	0	0	0	0
Cycling Walking & Safer Streets	A	-156	-156	0	-156	0	-156	-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	G	0	0	0	-175	0	-175	0	0	0	0	0	0
Early Learning and Childcare	A	-367	-737	370	-1,781	-370	-2,151	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	G	-727	-1,071	344	-2,399	-344	-2,743	-155	0	-155	0	0	0
		-3,231	-3,688	457	-8,493	-464	-8,957	-10,398	0	-10,398	-23,207	0	-23,207
C9003 - Other Grants & Contributions - Capital													
Hawick Flood Protection	G	0	0	0	0	0	0	-500	0	-500	-80	0	-80
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	A	-858	-823	-35	0	-361	-361	0	0	0	0	0	0
Selkirk Town Centre (Streetscape works)	A	-208	-188	-20	0	-20	-20	0	0	0	0	0	0
Innerleithen to Walkerburn - Shared Access Route	A	-5	-50	45	-130	-24	-154	0	0	0	0	0	0
Cycling Walking & Safer Streets	A	-103	-172	69	0	-63	-63	0	0	0	0	0	0
Parks & Open Spaces - Upgrades	G	0	0	0	-10	0	-10	0	0	0	0	0	0
Wilton Lodge Park	A	-190	-210	20	0	-20	-20	0	0	0	0	0	0
Jedburgh Learning Campus (3G Pitch)	G	0	0	0	-300	0	-300	0	0	0	0	0	0
Jim Clark Museum	G	-27	-7	-20	-699	0	-699	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	-52	-52	0	0	0	0	0	0
Great Tapestry of Scotland - Building	G	-769	-777	8	-823	-8	-831	-1,600	0	-1,600	0	0	0
Galshiels Town Centre Regeneraion	A					-480	-480						
Central Borders Business Park	G	-65	-65	0	-1,000	0	-1,000	0	0	0	0	0	0
		-2,427	-2,494	67	-2,962	-1,028	-3,990	-2,560	0	-2,560	-1,620	0	-1,620
C9004 - Capital Funded from Current Revenue (CFCR)													
Projects funded from Revenue Land and Property	G	-65	-65	0	0	0	0	0	0	0	0	0	0
Easter Langlee Cell Provision	G	-219	-219	0	16	0	16	0	0	0	0	0	0
Bannerfield Play Area	G	0	0	0	-3	0	-3	0	0	0	0	0	0
ICT Transformation	A	-378	-378	-378	0	0	0	0	0	0	0	0	0
ICT Projects Funded from Revenue	G	0	-10	10	0	0	0	0	0	0	0	0	0
Wilton Lodge Park	G	0	0	0	0	0	0	0	0	0	0	0	0

Complex Needs - Central Education Base	A	0	-20	20	0	0	0	0	0	0	0	0	0
Earlston MUGA	A	0	-21	21	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	-148	-175	27	0	-27	-27	0	0	0	0	0	0
		-810	-888	78	13	-27	-14	0	0	0	0	0	0
C9005 - Developer Contributions													
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	0	0	0
Reston Station Contribution	G	0	0	0	0	0	0	0	0	0	-1,240	0	-1,240
Play Facilities	G	-20	-20	0	-20	0	-20	0	0	0	0	0	0
Engineering Minor Works	G	0	0	0	-99	0	-99	0	0	0	0	0	0
Broomlands Primary School	G	-55	-365	310	0	0	0	0	0	0	0	0	0
School Estate Block	G	-1,328	-1,018	-310	-100	0	-100	-100	0	-100	-700	0	-700
		-1,403	-1,403	0	-219	0	-219	-100	0	-100	-1,940	0	-1,940
C9006 - Capital Receipts													
Capital Receipts	A	-385	-672	287	-2,300	0	-2,300	-1,760	0	-1,760	-300	0	-300
C9007 - Plant & Vehicle Fund													
Plant & Vehicle Replacement - P&V Fund	A	-1,121	-1,315	194	-2,800	0	-2,800	-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
		-1,121	-1,315	194	-2,800	0	-2,800	-2,364	0	-2,364	-16,865	0	-16,865
C9008 - Capital Borrowing													
	A	-11,281	-17,573	6,293	-21,078	-6,267	-27,345	-9,413	5	-9,408	-20,228	0	-20,228
TOTAL CAPITAL FUNDING		-36,016	-43,394	7,378	-52,266	-7,827	-60,093	-47,785	5	-47,780	-184,366	0	-184,366

Project Name		Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move- ment	Projected Outturn	Actuals to 31/03/2018
Assets & Infrastructure							
Flood & Coastal Protection							
General Flood Protection Block							
UNALLOCATED		07/03/2017		20	-14	6	6
FLOOD CAPITAL MINOR WORKS		07/03/2017		20	-16	4	4
COMMUNITY RESILIENCE		07/03/2017		9	-5	4	4
ROMANNO BRIDGE FLOOD BANK		07/03/2017		90	-73	17	17
STILL BURN FOUNTAINHALL		07/03/2017		60	-35	25	25
TURFFORD BURN EARLSTON		07/03/2017		10	-9	1	1
FLOOD BLOCK MANAGEMENT FEES		07/03/2017		30	-5	25	25
BONNINGTON ROAD PEEBLES		07/03/2017		15	-11	4	4
HAWICK SHORT TERM MEASURES		14/02/2017		22	-3	19	19
CHURCH STREET, EYEMOUTH		20/06/2017		60	-37	23	23
DENHOLM FLOOD GRILLE		21/11/2017		10	-8	2	2
GALASHIELS FLOOD GRILLE		21/11/2017		10	-9	1	1
DUNS GOLF COURSE		21/11/2017		0	0	0	0
CROWBYRES FLOOD BUND		21/11/2017		0	0	0	0
Timing movement to 2018/19					225		
				356	0	131	131
Flood Studies							
PEEBLES INNERLEITHEN BROUGHTON FLOOD STUDY		07/03/2017		147	127	274	274
SURFACE WATER MANAGEMENT PLANS		07/03/2017		78	-78	0	0
NEWCASTLETON FLOOD STUDY		07/03/2017		101	-72	29	29
EARLSTON FLOOD STUDY		07/03/2017		101	-74	27	27
HAWICK NFM		07/03/2017		88	-21	67	67
Timing movement 2018/19					118		
				515	0	397	397

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/03/2018
Land and Property Infrastructure						
Health and Safety Works						
UNALLOCATED	07/03/2017		27	-27	0	0
MOREBATLE PS ELEC UPGRADE	07/03/2017		92	0	92	92
BURGH PS WALL UPGRADE	07/03/2017		17	0	17	17
TEVIOHEAD CEMETERY WALLS	07/03/2017		11	16	27	27
WELLOGATE CEMETERY WALLS	07/03/2017		11	-1	10	10
BURNFOOT PS CAR PARK UPGRADE	07/03/2017		21	-3	18	18
LIFT CONTROL UPGRADE	07/03/2017		28	-26	2	2
LINGLIE MILL GUTTERS	07/03/2017		9	-2	7	7
STIRCHES PS EXTERNAL DRAINAGE WORKS	07/03/2017		16	2	18	18
CHIRNSIDE PS BOUNDARY WALL UPGRADE	07/03/2017		16	6	22	22
HAYLODGE PARK BOUNDARY WALL UPGRADE	07/03/2017		0	0	0	0
LEGIONELLA UPGR WATER TANKS	07/03/2017		22	-5	17	17
CHIRNSIDE PS RENDER UPGRADE	07/03/2017		36	1	37	37
INDUSTRIAL UNIT FABRIC UPGRADE	07/03/2017		29	-29	0	0
JEDBURGH CASTLE GAOL WALL UPGRADE	07/03/2017		25	4	29	29
SCHOOL TOILET REFURBISHMENT	07/03/2017		0	37	37	37
ASBESTOS MANAGEMENT BLOCK	07/03/2017		5	-3	2	2
DRUMLANRIG PS UPGRADE PH1	07/03/2017		89	12	101	101
SCHOOL SECURITY UPGRADES	21/11/2017		50	-50	0	0
KNOWEPARK PS FASCIA	2016/17		24	-1	23	23
HEALTH & SAFETY WORKS PROPERTY FEES	13/02/2018		0	0	0	0
GORDON PS TOILETS	13/02/2018		18	1	19	19
CUDDYSIDE PATH UPGRADE	13/02/2018		8	-8	0	0
AYTON PS TOILET UPGRADE	13/02/2018		23	-23	0	0
COLDINGHAM PS TOILET UPGRADE	13/02/2018		11	-11	0	0
TOWER MILL FIRE ALARM UPGRADE	13/02/2018		16	10	26	26
DRUMLANRIG PS ASBESTOS REMOVAL WORKS	13/02/2018		12	-1	11	11
GALASHIELS BURGH CHAMBERS DRY ROT WORKS	13/02/2018		14	-5	9	9
COUNCIL HQ MAIN GENERATOR UPGRADE	13/02/2018		10	-4	6	6
BONGATE UNITS SURFACE UPGRADE	13/02/2018		20	-20	0	0
EDNAM PS TOILET UPGRADE	13/02/2018		20	3	23	23
KNOWEPARK PS TOILET UPGRADE	13/02/2018		20	-20	0	0
PHILIPHAUGH PS TOILET UPGRADE	13/02/2018		8	-8	0	0
TWEEDBANK PS TOILET UPGRADE	13/02/2018		50	-50	0	0
Wilton PS TOILET UPGRADE	13/02/2018		20	-12	8	8
PARKSIDE PS WALLING UPGRADE	13/02/2018		10	-10	0	0
MELROSE PS ANNEX BUILDING TOILET UPGRADE	13/02/2018		12	-7	5	5
CHANNELKIRK CEMETERY WALL UPGRADE	13/02/2018		12	-2	10	10
SWINTON PS CHIMNEY WORKS	NEW		0	19	19	19
TIMING MOVEMENT TO 2018/19 - LINGLIE MILL GUTTERS				2		
TIMING MOVEMENT TO 2018/19 - INDUSTRIAL UNIT FABRIC UPGRADE				29		
TIMING MOVEMENT TO 2018/19 - BONGATE UNITS SURFACE UPGRADE				20		
TIMING MOVEMENT TO 2018/19 - KNOWEPARK PS TOILET UPGRADE				20		
TIMING MOVEMENT TO 2018/19 - PHILIPHAUGH PS TOILET UPGRADE				8		
TIMING MOVEMENT TO 2018/19 - TWEEDBANK PS TOILET UPGRADE				50		
TIMING MOVEMENT TO 2018/19 - UNALLOCATED				26		
TIMING MOVEMENT TO 2018/19 - SCHOOL SECURITY WORKS				50		
TIMING MOVEMENT TO 2018/19 WILTON PS TOILET UPGRADES				12		
			812	0	595	595

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/03/2018
Building Upgrades						
UNALLOCATED	07/03/2017		64	-64	0	0
DRUMLANRIG PS HALL HEATING	08/03/2016		44	3	47	47
HAWICK HS CHIMNEY WORKS	07/03/2017		13	-13	0	0
HAWICK HS HOT WATER UPGRADE	2016/17		19	-8	11	11
STIRCHES HPS HOT WATER UPGRADE	2016/17		10	-10	0	0
CULTURAL SERVICES PROPERTY UPGRADES	07/03/2017		0	0	0	0
EDENSIDE PS WINDOWS UPGRADE	07/03/2017		8	0	8	8
CHAMBERS INSTITUTE SKYLIGHT UPGRADE	07/03/2017		7	1	8	8
ROSETTA ROAD BOILER UPGRADE	07/03/2017		0	0	0	0
NEWCASTLETON PS WINDOWS	07/03/2017		28	2	30	30
MOREBATTLE PS UPGRADE WINDOWS	07/03/2017		38	1	39	39
ST RONANS PS WINDOWS UPGRADE	07/03/2017		44	3	46	46
BURNFOOT PS ROOF	07/03/2017		29	3	32	32
PEEBLES HS UPGRADE ROOF	07/03/2017		74	4	77	77
CHAMBERS INSTITUTE ROOF UPGRADE	07/03/2017		10	0	10	10
WILTON PS UPGRADE ROOF	07/03/2017		47	3	49	49
COCKBURNSPATH PS ROOF UPGRADE	07/03/2017		25	3	27	27
COLDSTREAM PS BOILER ROOM UPGRADE	07/03/2017		5	-5	0	0
ST MARGARETS GALA HALL HEATING	07/03/2017		12	3	14	14
PEEBLES HS BOILER	07/03/2017		0	0	0	0
INDUSTRIAL UNIT HEATING SYSTEM UPGRADE	07/03/2017		0	0	0	0
Gala Academy Hot Water Upgrade	2016/17		9	0	9	9
Trinity PS Window Upgrade	2016/17		16	2	18	18
Peebles Drill hall Lighting Upgrade	2016/17		10	-10	0	0
BROUGHTON PS ASBESTOS REMOVAL WORKS	13/02/2018		14	9	23	23
AYTON PS ROOF UPGRADE	05/09/2017		24	-1	23	23
SELKIRK HS WINDOW UPGRADES	2016/17		7	-7	0	0
SIR WALTER SCOTT COURTHOUSE ROOF UPGRADE	13/02/2018		15	-15	0	0
GALASHIELS VOLUNTEER HALL TOILET UPGRADE	13/02/2018		30	-26	4	4
EYEMOUTH Ind Estate Door/Window Upgrade	13/02/2018		15	-15	0	0
COUNCIL HQ KITCHEN UPGRADES	13/02/2018		11	-11	0	0
Abbotsford Court Ind Unit Heating UPGRADE	13/02/2018		13	6	19	19
SALTGREENS HEATING UPGRADE	13/02/2018		15	-5	10	10
COLDSTREAM WORKSHOPS RESURFACING	13/02/2018		20	-3	17	17
GROVE HOUSE HOT WATER UPGRADE	13/02/2018		7	-1	6	6
INNERLEITHEN FAMILY SUPPORT HEATING UPGRADE	2016/17		7	12	19	19
RESTON PS BOILER UPGRADE	13/02/2018		6	-6	0	0
HQ MAIN BUILDING UPGRADES	13/02/2018		50	-29	21	21
HAWICK LIBRARY ELECTRICAL UPGRADE	NEW			5	5	5
TWEEDBANK PRIMARY SCHOOL HEATING UPGRADE	NEW			4	4	4
MACFIE HALL ELECTRICAL UPGRADE	NEW			6	6	6
HERIOT PRIMARY SCHOOL DAMP PROOFING	NEW			6	6	6
MELROSE TOWN CLOCK UPRGADE	NEW			5	5	5
TIMING MOVEMENT TO 2018/19 - COLDSTREAM PS BOILER ROOM UPGRADE				5		0
TIMING MOVEMENT TO 2018/19 - Selkirk HS Window Upgrade				7		0
TIMING MOVEMENT TO 2018/19 - SIR WALTER SCOTT COURTHOUSE ROOF UPGRADE				15		0
TIMING MOVEMENT TO 2018/19 - EYEMOUTH Ind Estate Door/Window Upgrade				15		0
TIMING MOVEMENT TO 2018/19 - COUNCIL HQ KITCHEN UPGRADES				11		0
TIMING MOVEMENT TO 2018/19 - RESTON PS BOILER UPGRADE				6		0
TIMING MOVEMENT TO 2018/19 - GALASHIELS VOLUNTEER HALL TOLIET UPGRADE				26		0
TIMING MOVEMENT TO 2018/19 - HQ MAIN BUILDING UPGRADES				29		0
TIMING MOVEMENT TO 2018/19 - Unallocated				36		0
			743	0	593	593
Cleaning Equipment Replacement Block						
UNALLOCATED	07/03/2017		25	0	25	51
CLEANFIX 2 SCRUBBER DRYERS KHS	07/03/2017		25	0	25	0
			50	0	50	51

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/03/2018
Combined Depot Enhancements						
Unallocated	07/03/2017		0	0	0	0
Duns Depot	07/03/2017		0	0	0	0
Easter Langlee Depot	07/03/2017		0	0	0	0
Reiver Complex Depot	07/03/2017		0	0	0	0
Lower Mansfield Combined Depot	07/03/2017		0	8	0	8
Eshiels Depot	07/03/2017		0	0	0	0
Kelso Combined Depot	07/03/2017		0	0	0	0
Wheatlands Depot, Galashiels	07/03/2017		0	0	0	0
Timing movement from 2018/19				-8		
			0	0	0	8
Contaminated Land Block						
Unallocated	07/03/2017		40	-40	0	0
1 - Current - 09/00059/PIIA - Ongoing	08/03/2016		40	-37	3	3
09/00038/PIIA	07/03/2017		55	-55	0	0
Timing movement to 2018/19				132		
			135	0	3	3
Play Facilities						
Unallocated	07/03/2017		0	0	0	0
Eyemouth Play Park	15/11/2016		20	0	20	20
Clovenfords Play Park	07/03/2017		0	0	0	0
Ninians Haugh, Peebles	07/03/2017		0	0	0	0
			20	0	20	20
Drainage - Parks and Open Spaces Block						
UNALLOCATED	07/03/2017		0	4	4	4
ELLIOTS PARK JEDBURGH	20/06/2017		37	0	37	37
GAVINTON PLAYING FIELDS	07/03/2017		0	0	0	0
Timing movment from 2018/19				-4		
			37	0	37	41
Asset Rationalisation						
GALASHIELS OFFICE MOVES	07/03/2017		40	-40	0	0
EDENSIDE NURSERY ACCOMMODATION	07/03/2017		10	-10	0	0
FORMER NURSERY EYEMOUTH	07/03/2017		0	0	0	0
LANGLEE COMPLEX	05/09/2017		11	-10	1	1
CAPITAL RECHARGES	13/02/2018		121	0	33	33
NEWTOWN ST BOSWELLS GARAGES	13/02/2018		38	0	38	38
UNALLOCATED	07/03/2017		0	0	0	0
Timing movement to 2018/19				60		
			132	0	72	73
Road & Transport Infrastructure						
Roads & Bridges -inc. RAMP, Winter Damage & Slopes						
ROADS PLANNED FOOTWAYS	07/03/2017		85	-50	35	35
ROADS SURFACE DRESSING	07/03/2017		1150	-38	1112	1112
PATCHING	07/03/2017		655	-12	643	643
OVERLAYS	07/03/2017		920	-488	432	432
DRAINAGE	07/03/2017		93	3	96	96
RESURFACING/PATCHING ADD	07/03/2017		1223	81	1304	1304
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	2	102	102
MASONARY WORKS	07/03/2017		467	-5	462	462
CLACKMAE BRIDGE	07/03/2017		628	-14	614	614
BOWANHILL BRIDGE REPLACEMENT	07/03/2017		784	-6	778	778
LOWOOD BRIDGE	07/03/2017		472	16	488	488
SHORT OVERLAY PROGRAMME	20/06/2017		633	-278	355	355
STTS FUNDED SCHEMES	05/09/2017		940	269	1209	1209
ADDITIONAL INCOME FROM STTS				-115		
			8150	-635	7630	7630

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/03/2018
Lighting Asset Management Plan						
UNALLOCATED	07/03/2017		0	-2	-2	-2
MOSSILEE ROAD GALASHIELS	07/03/2017		34	5	39	39
WOODBANK ROAD YETHOLM	07/03/2017		32	1	33	33
TWEED ROAD GALASHIELS	07/03/2017		54	0	54	54
STIRCHES ROAD HAWICK	07/03/2017		20	-6	14	14
DAMSIDE/LEITHEN ROAD INNERLEITHEN	07/03/2017		50	-18	32	32
REPLACE CUT DOWN COLUMNS	07/03/2017		26	16	42	42
Timing movement to 2018/19				4		
			216	0	212	212
Accident Investigation Prevention Schemes Block						
UNALLOCATED	07/03/2017		8	-4	4	4
ROAD SAFETY - TRAFFIC CALMING	07/03/2017		38	-6	32	32
ROAD SAFETY MEASURES	07/03/2017		4	-2	2	2
Timing movement to 2018/19				12		
			50	0	38	38
Cycling Walking & Safer Streets						
UNALLOCATED	07/03/2017		0	0	0	0
CYCLE RELATED ACTIVITIES	07/03/2017		150	-30	120	120
WALKING RELATED ACTIVITIES	07/03/2017		56	4	60	60
ADDITIONAL CYCLING PROJECTS	05/09/2017		122	-43	79	79
Gross down of external funding				49		
Timing movement to 2018/19				20		
			328	0	259	259
Waste Management						
CRC - Improved Skip Infrastructure						
HAWICK CRC SKIP	18/08/2016		7	-7	0	0
IMPROVE SKIP INFRA-GALA	18/08/2016		12	-12	0	0
CCTV	08/03/2016		1	-1	0	0
UNALLOCATED	07/03/2017		0	0	0	0
Timing movement to 2018/19				20		
			20	0	0	0
Other Corporate Services						
Corporate						
ICT - Outwith CGI Scope						
ICT - Outwith CGI Scope	07/03/2017		13	0	13	0
SOFTWARE LICENCE- POINT UPGRADES	07/03/2017		30	0	30	0
CORPORATE PC REPLACEMENT	07/03/2017		50	0	50	51
			93	0	93	51
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		49	-49	0	0
KNOWEPARK ELCC 3&4'S	08/03/2016		1	0	1	1
COLDSTREAM PS EARLY YEARS	08/03/2016		26	5	31	31
EDENSIDE PS EARLY YEARS	16/17		6	-4	2	2
BURNFOOT PS EARLY YEARS PH2	05/09/2017		55	-9	46	46
EYEMOUTH ELCC	NEW		0	5	5	5
ST MARGARETS ELCC	NEW		0	3	3	3
LANGLEE ELCC	NEW		0	7	7	7
ST BOSWELLS PS EARLY YEARS	05/09/2017		594	-324	270	270
TIMING MOVEMENT TO 2018/19 - ST BOSWELLS PS EARLY YEARS				324		
TIMING MOVEMENT TO 2018/19 - WILTON ELCC				5		
TIMING MOVEMENT TO 2018/19 - UNALLOCATED				42		
			737	0	365	365

Project Name	Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move-ment	Projected Outturn	Actuals to 31/03/2018
School Estate Block						
UNALLOCATED	07/03/2017		11	-11	0	0
GLENDINNING PS DDA	05/09/2017		16	2	18	18
DRUMLANRIG/ST. CUTHBERTS PS	05/09/2017		0	0	0	0
NEWTOWN PS	05/09/2017		9	1	10	10
IMPROVE AND ENHANCE SCHOOL ENVIRONMENTS	07/03/2017		50	-25	25	25
ASN ENHANCEMENTS GALASHIELS ACADEMY	07/03/2017		650	-298	352	352
SCHOOL SECURITY, H&S AND LEGAL OBLIGATIONS	07/03/2017		184	-48	136	136
ACTIONS FROM INSPECTIONS, INCIDENTS ETC	07/03/2017		100	-100	0	0
HAWICK HS WINDOW & CLASSROOM REFURB	2016/17		644	-93	551	551
PHILIPHAUGH SECURE ENTRANCE	2016/17		10	-1	9	9
TWEEDBANK SECURITY WORKS	2016/17		0	0	0	0
ASN ENHANCEMENTS - HAWICK AREA	07/03/2017		0	0	0	0
EQUALITY ACT SCHOOL ADAPTATIONS (DDA)	2016/17		22	-17	5	5
SELKIRK HS SOCIAL AREA	13/02/2018		150	-150	0	0
GALASHIELS ACADEMY PE HALL ROOF AND REFURB	13/02/2018		0	44	44	44
EARLSTON PS - INITIAL DESIGN STUDY	13/02/2018		25	-25	0	0
EYEMOUTH PS - INITIAL DESIGN STUDY	13/02/2018		25	-25	0	0
TIMING MOVEMENT TO 2018/19 - IMPROVE AND ENHANCE SCHOOL ENVIRONMENTS				7		
TIMING MOVEMENT TO 2018/19 - ASN ENHANCEMENTS GALASHIELS ACADEMY				305		
TIMING MOVEMENT TO 2018/19 - ACTIONS FROM INSPECTIONS, INCIDENTS ETC				100		
TIMING MOVEMENT TO 2018/19 - HAWICK HS WINDOW & CLASSROOM REFURB				93		
TIMING MOVEMENT TO 2018/19 - SELKIRK HS SOCIAL AREA				150		
TIMING MOVEMENT TO 2018/19 - EARLSTON PS - INITIAL DESIGN STUDY				25		
TIMING MOVEMENT TO 2018/19 - EYEMOUTH PS - INITIAL DESIGN STUDY				25		
VIREMENT TO COMPLEX NEEDS CENTRAL EDUCATION BASE				28		
VIREMENT TO SCHOOL ESTATE REVIEW				13		
			1896	0	1150	1150
Culture & Sport						
Sports Infrastructure						
Culture & Sports Trusts - Plant & Services						
UNALLOCATED	07/03/2017		0	0	0	0
TWEEDBANK REDEVELOPMENT	21/11/2017		0	0	0	0
PEEBLES SWIMMING POOL WINDOW REPLACEMENT	21/11/2017		37	0	37	37
PLANT REPLACEMENT	21/11/2017		55	-28	28	28
JEDBURGH LEISURE TRUST ALLOCATION	07/03/2017		5	-2	3	3
BERWICKSHIRE SPORTS TRUST ALLOCATION	07/03/2017		39	-12	27	27
ENERGY SAVINGS PROJECTS	07/03/2016		0	0	0	0
TEVIOTDALE LC REDEVELOPMENT	07/03/2017		200	0	200	200
Timing movement to 2018/19				42		
			336	0	294	294
Synthetic Pitch Replacement Fund						
UNALLOCATED	06/09/2016		170	-21	149	149
SYNTHETIC PITCH REPLACEMENT JEDBURGH	06/09/2016		6	-6	0	0
Timing movement to 2018/19				27		
			176	0	149	149
Culture & Heritage						
Public Hall Upgrades						
SOUND AND LIGHTING DESKS	07/03/2017		5	-5	0	0
GALASHIELS VOLUNTEER HALL SEATING	07/03/2017		63	0	63	63
SELKIRK VICTORIA HALLS ELEC UPGRADE	07/03/2017		10	-10	0	0
KELSO TAIT HALL - SOUND BOOTH AND SEATING	07/03/2017		0	0	0	0
GALASHIELS VOLUNTEER HALL TOILET REFURB	21/11/2017		30	-30	0	0
Timing movement to 2018/19				45		
			108	0	63	63

Project Name		Initial Allocation Approval	CFO/ Service Dir Asset&Infr Approval	Latest Approved Budget	Proposed Move- ment	Projected Outturn	Actuals to 31/03/2018
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		311	13	324	324
Galalaw Business Park		02/03/2017		760	-357	403	403
Tower Mill, Heart of Hawick		02/03/2017		50	-39	11	11
Unallocated		02/03/2017		0		0	0
Timing Movement 2018/19					383		
				1121	0	738	738
Health & Social Care							
Social Care Infrastructure							
Residential Care Home Upgrade Block							
TOPS WAVERLY GALA		08/03/2016		226	0	226	167
				226	0	226	167
Care Inspectorate Requirements & Upgrades							
Deanfield, Hawick		05/09/2017		27	0	27	29
Grove House, Kelso		05/09/2017		13	0	13	13
Saltgreens, Eyemouth		05/09/2017		5	0	5	5
Waverly, Galashiels		05/09/2017		5	0	5	5
BDDS Bungalow, Duns		05/09/2017		0	0	0	0
Unallocated		07/03/2017		0	0	0	0
				50	0	50	52

	2017/18 Timing Movement £000's	2018/19 Approved Budget £000's	Proposed Movement £000's	2018/19 Projected Outturn £000's
Assets & Infrastructure				
Flood & Coastal Protection				
General Flood Protection Block				
Bonnington Road, Peebles	5	-	5	5
Romanno Bridge Flood Bank	20	90	20	110
Crowbyres Flood Bund	20	30	20	50
Duns Golf Course		10	-	10
Community Resilience	5	5	5	10
Management Fees		30	-	30
Still Burn Fountainhall	20		20	20
Liddesdale Crescent	20		20	20
Minor Works	15		15	15
Bankend North, Jedburgh	120		120	120
Unallocated		-		-
	225	165	225	390
Flood Studies				
Peebles, Innerleithen, Broughton Flood Scheme		100		100
Earlston Flood Scheme	36	5	36	41
Newcastleton Flood Scheme	34	5	34	39
Hawick NFM Scheme Preparation	8	80	8	88
Surface Water Management Plans	40	45	40	85
Galashiels NFM Scheme Preparation		15		15
Eyemouth Coastal Flood Scheme		20		20
Peebles Surface Water Flooding		40		40
Galashiels Surface Water Flooding		40		40
Unallocated		0		0
	118	350	118	468
Land and Property Infrastructure				
Health and Safety Works				
School toilet refurbishments		66	22	88
Lift control upgrade		55 -	38	17
Legionella works/upgrade water tanks		50 -	28	22
Haylodge Park boundary wall upgrade		11		11
Industrial unit fabric upgrade	29	22		51
Asbestos works		55 -	11	44
Selkirk HS games hall floor		39 -	39	-
Selkirk HS upgrade elec		44 -	44	-
Gala Academy upgrade elec		94 -	94	-
Balmoral PS playground		29 -	29 -	0
Channelkirk cemetery walls		12 -	12	0
Coldingham PS playground		17 -	17	-
Council HQ upgrade car park		44 -	38	6
SBCares property upgrades		12		12
St Peters PS accessible WC floor replacement		8	31	39
Greenlaw PS roof upgrade		68 -	68	-
Jedburgh Castle Gaol wall upgrade		11		11
Linglie Mill Gutters	2		28	30
Bongate Units Surface Upgrade	20			20
Knowepark PS Toilet Upgrade	20			20
Philiphaugh PS Toilet Upgrade	8			8
TWEEDBANK PS TOILET UPGRADE	50			50
SCHOOL SECURITY WORKS	50			50
WILTON PS TOILET UPGRADES	12			12
Ayton PS structural walling works - cladding			9	9
Boston Memorial Hall walling works - protective coating			6	6
Burgh PS window upgrade - steel crittal windows			44	44
Cemetery wall upgrades - Eddleston/Glenholm/Drumelzier			20	20
Chirnside PS structural works to tower block			40	40
Cultural Services property upgrades			30	30
Denholm PS replacement of external facias			33	33
Drumlanrig PS hall floor upgrade			17	17
Greenlaw PS roof & windows upgrade - Phase 1			100	100
Hawick Old Baths roof upgrade			17	17
Rosetta Road office replacement flooring to communal areas			11	11
Waverly RHE rainwater goods upgrade			8	8
Wellogate Cemetery			11	11
Unallocated Balance	26	- -	9	17
	217	635	-	853
Building Upgrades				
Cultural Services property upgrades		44 -	44	-
Cockburnspath PS window upgrade		47 -	47	-
Industrial Unit heating system upgrade		33 -	11	22

	2017/18 Timing Movement £000's	2018/19 Approved Budget £000's	Proposed Movement £000's	2018/19 Projected Outturn £000's	
Hawick HS RSLA boiler & hot water		50 -	50	-	
Greenlaw PS roof & windows upgrade		33 -	33	-	
St Margarets PS Gala windows		33 -	33	-	
St Peters PS windows		20 -	20	-	
Hawick HS roof		49 -	49	-	
Stirches PS windows		50 -	50	-	
Coldingham PS windows		19 -	19	-	
Wilton PS pumps		28 -	28	-	
Stow PS boiler		28 -	28	-	
Earlston SW boiler		44 -	44	-	
Hawick AO boiler		44 -	44	-	
Selkirk HS distribution board upgrade		64 -	64	-	
Gala AC roof works (small)		6		6	
Cemetry wall upgrades		30 -	30	- -	121
Waverley RHE gutter upgrade		8 -	8	-	
Trinity PS window upgrade			33	33	
Deanfield RHE roof upgrade			10	10	
Selkirk HS electrical upgrade			64	64	
Broughton PS electrical upgrade			77	77	
Electrical infrastructure upgrade			33	33	
Edenside PS window upgrade			11	11	
Morebattle PS window upgrade			22	22	
Council HQ roof upgrade			20	20	
Rosetta Road roof upgrade (leadwork)			9	9	
St Ronan's PS window upgrade (final)			22	22	
Hawick High School boiler upgrade			17	17	
Rosetta Road boiler upgrade			22	22	
Langlee Centre services upgrade			55	55	
Grove RHE boiler/generator upgrade			22	22	
Eyemouth CC roof upgrade (first)			55	55	
Saltgreens RHE window upgrade (first)			35	35	
Ayton PS roof upgrade			55	55	
Langlee Centre window upgrade (screens)			40	40	
COLDSTREAM PS BOILER ROOM UPGRADE	5			5	
Selkirk HS Window Upgrade	7			7	
SIR WALTER SCOTT COURTHOUSE ROOF UPGRADE	15			15	
EYEMOUTH Ind Estate Door/Window Upgrade	15			15	
COUNCIL HQ KITCHEN UPGRADES	11			11	
RESTON PS BOILER UPGRADE	6			6	
GALASHIELS VOLUNTEER HALL TOLIET UPGRADE	26			26	
HQ MAIN BUILDING UPGRADES	29			29	
Unallocated Balance	36			36	
	150	630	-	780	
Cleaning Equipment Replacement Block					
Janitorial equipment		50		50	
Unallocated		-		-	
	-	50	-	50	
Combined Depot Enhancements					
Duns Depot		28		28	
Easter Langlee Depot		40		40	
Reiver Complex Depot		28		28	
Lower Mansfield Combined Depot		63	-8	55	
Eshiels Depot		55		55	
Kelso Combined Depot		28		28	
Wheatlands Depot, Galashiels		53		53	
Unallocated		11		11	
Timing movement to 2017/18			8		
	0	306	0	298	
Contaminated Land Block					
1 - Current - 09/00059/PIIA - Ongoing	37	30		67	
09/00038/PIIA	55			55	
Unallocated	40	8	40	48	
	132	38	40	170	
Play Facilities					
Eyemouth Play Park		11		11	
Clovenfords Play Park		1		1	
Ninians Haugh, Peebles		8		8	
Unallocated		-		-	
	-	20	-	20	

	2017/18 Timing Movement £000's	2018/19 Approved Budget £000's	Proposed Movement £000's	2018/19 Projected Outturn £000's
Asset Rationalisation				
GALASHIELS OFFICE MOVES	40	40		80
EDENSIDE NURSERY ACCOMMODATION	10			10
FORMER NURSERY EYEMOUTH	-	345		345
DUNS OLD SCHOOL PARTIAL DEMOLITION		165		165
LANGLEE COMPLEX	10			10
CANTEEN RATIONILISATION			383	383
OLD CANTEEN DEMOLITION & SURFACING WORKS			150	150
PROPERTY RATIONILISATION/AGILE WORKING	-		1,000	1,000
UNALLOCATED	-	1,533	- 1,533	
Timing movement to 2018/19				-
	60	2,083	-	2,143
Road & Transport Infrastructure				
Roads & Bridges -inc. RAMP, Winter Damage & Slopes				
Surface Dressing		1700	-400	1300
Patching		600	0	600
Resurfacing/Overlays		1300	1141	2320
Walls & Structures		150	0	150
Footways		100	361	461
Drainage		120	0	120
Masonry Refurbishment		354	3	357
Melrose (Lowood) Bridge		310	0	310
Additional Sustrans funding for Footways	361		-361	
Timing Movement	623		-623	
Allocation from Emergency & Unplanned 2017/18	121		-121	
	984	4634	0	5618
Lighting Asset Management Plan				
Fenwick Park, Hawick		40		40
Kingsmeadows Road, Peebles		40		40
Main Street, Earlston		40		40
Talisman Avenue, Galashiels		30		30
Main Road, Heiton		30		30
Whitefield Crescent, Newtown St Boswells		30		30
Wilton Glebe, Hawick		20		20
Corroded Columns		20	4	24
Timing Movement	4	-	4	-
	4	250	-	254
Accident Investigation Prevention Schemes Block				
AIP Schemes (Road Safety)		38	12	50
Traffic Calming Measures		8		8
Design fees		4		4
Timing Movement	12	-	12	-
	12	50	-	62
Cycling Walking & Safer Streets				
UNALLOCATED				
CYCLE RELATED ACTIVITIES	20	106	43	169
WALKING RELATED ACTIVITIES		50		50
Additional funding from Smarter Choices		-	43	-
	20	156	-	219
Waste Management				
CRC - Improved Skip Infrastructure				
Galashiels Community Recycling Centre		146		146
CCTV				
UNALLOCATED	20			20
	20	146	0	166
Children & Young People				
School Estate				
Early Learning and Childcare				
Early Years St Boswells	324	131		455
St Margaret's		300		300
Unallocated Balance - Early Years Block	42	1,350		1,392
Wilton PS ELCC	5			5
				-
	371	1,781	-	2,152
School Estate Block				
<i>Improve and enhance school environments:</i>	7	2,680	- 2,097	590

	2017/18 Timing Movement £000's	2018/19 Approved Budget £000's	Proposed Movement £000's	2018/19 Projected Outturn £000's
Burnfoot Primary School			150	150
Priorsford Primary School				-
Reston Primary School				-
Stirches Primary School			100	100
Chirnside Primary School			150	150
Knowepark Primary School			60	60
St Margarets Primary School (Galashiels)			50	50
School Toilets - Upgrade		120	80	200
B/F Galashiels Academy PE Hall		350		350
Hawick HS Window & Classroom Refurbishment	93		107	200
High School Social Areas (including Selkirk HS previously approved)	150		700	850
Earlston PS - Initial Design Study	25			25
Eyemouth PS - Initial Design Study	25			25
<i>Ensure school security, health and safety and legislative obligations are met:</i>		350 -	215	135
B/F School Security, Health & Safety, Legal Obligations		300		300
Chirnside Primary School - Kitchen Upgrade		50		50
Burnfoot Primary School - Kitchen & Dining Upgrade		100		100
Edenside Primary School - Secure Reception			50	50
Eddleston Primary School - Secure Reception			40	40
Newlands Primary School - Secure Reception			25	25
Reston Primary School - Secure Reception			50	50
Burgh Primary School - Secure Reception			50	50
<i>Enhancement to ASN provision in specialist resources:</i>		-	30	30
Wilton Support Centre, Hawick		500		500
ASN Enhancements Galashiels Academy	305		350	655
Halyrude Primary School Sensory Room			15	15
<i>Respond to urgent issues arising unexpectedly in response to inspections by regulatory bodies, unplanned incidents or in relation to any of the key outcomes listed above:</i>	100		300	400
Eyemouth Primary School - Increased Capacity		80		80
Priorsford Primary School - Increased Capacity		20		20
Unallocated Balance		30	5	35
	705	4,580	-	5,285
Culture & Sport				
Sports Infrastructure				
Culture & Sports Trusts - Plant & Services				
Business Development		100		100
Plant/Compliance	28	100	28	128
Disability Works		13		13
Pool Covers		25		25
Jedburgh Leisure Trust Allocation	2	80	2	82
Berwickshire Sports Trust	12	20	12	32
Unallocated Balance		13		13
	42	350	42	392
Public Hall Upgrades				
SOUND AND LIGHTING DESKS	5		5	5
SELKIRK VICTORIA HALLS ELEC UPGRADE	10		10	10
GALASHIELS VOLUNTEER HALL TOILET REFURB	30		30	30
Hawick Toilet Refurbishment		40		40
Unallocated		32		32
	45	72	45	117
Hawick Regeneration				
Former Armstrong/Almstrong Building	-13	2134	265	2399
Galalaw Business Park	357	265	157	422
Tower Mill, Heart of Hawick	39		-39	0
Unallocated				
	383	2399	383	2821
Borders Town Centre Regeneration Block				
Hawick Feasibility Study Work		40		40
Sir Walter Scotts Court House Phase 1 - additional stonework		60		60
Unallocated	100			100
	100	100	0	200

Scottish Borders Council
Project Net Expenditure Summary

		2017/18				2018/19			2019/20			2020/21 - 2026/27			
	Previous Years Life to Date	Actual to 31/03/18	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
Flood & Coastal Protection															
01-C00223 - Hawick Flood Protection	2127	1326	914	412	1326	4390	-412	3978	12607	0	12607	24253	0	24253	44291
Road & Transport Infrastructure															
01-C00147 - A72 DIRTPOT CORNER - ROAD SAFETY WORKS	98	45	50	-5	45	2110	5	2115	0	0	0	0	0	0	2258
01-C00185 - Innerleithen to Walkerburn - Shared Access Route	231	93	153	-60	93	209	22	231	0	0	0	0	0	0	555
01-C00183 - Reston Station Contribution	500	0	270	-270	0	330	270	600	500	0	500	1240	0	1240	2840
01-C00162 - UNION CHAIN BRIDGE	40	193	155	38	193	152	-38	114	653	0	653	0	0	0	1000
Corporate															
01-C00296 - ICT TRANSFORMATION	4466	2120	4128	-2008	2120	473	2008	2481	449	0	449	3402	0	3402	12918
Waste Management															
01-C00235 - Easter Langlee Cell Provision	275	219	219	0	219	0	0	0	550	0	550	110	0	110	1154
01-C00234 - Easter Langlee Leachate Management Facility	193	8	80	-72	8	23	72	95	377	0	377	42	0	42	715
01-C00237 - New Easter Langlee Waste Transfer Station	294	235	218	17	235	5090	-17	5073	9	0	9	0	0	0	5611
School Estate															
01-C00203 - Broomlands Primary School	3059	6371	6370	1	6371	6	0	6	0	0	0	0	0	0	9436
01-C00202 - Langlee Primary School	7495	3419	3267	152	3419	3	0	3	0	0	0	0	0	0	10917
Jedburgh Learning Campus	0	1377	1200	177	1377	3168	-177	2991	667	0	667	0	0	0	5035
01-C00252 - School Estate Review	37	13	0	13	13	0	0	0	740	0	740	14151	0	14151	14941
Culture & Heritage															
01-C00179 - JIM CLARK MUSEUM	101	46	50	-4	46	1305	24	1329	5	0	5	0	0	0	1481
01-C00122 - SIR WALTER SCOTT - PHASE 2	209	30	111	-81	30	60	81	141	760	0	760	1590	0	1590	2730
Economic Regeneration															
01-C00204 - Great Tapestry of Scotland - Building	122	769	777	-8	769	1627	8	1635	4145	0	4145	30	0	30	6701
01-C00205 - Central Borders Business Park	81	240	629	-389	240	5500	389	5889	0	0	0	0	0	0	6210
01-C00123 - NEWTOWN ST BOSWELLS REGENERATION	0	0	0	0	0	16	0	16	20	0	20	364	0	364	400
01-C1000 - Eyemouth Regeneration	0	0	0	0	0	286	0	286	513	0	513	0	0	0	799

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	505
Education & Lifelong Learning	3,095	1,874
Planning & Economic Development	-	-
Social Work - Affordable Housing	650	707
Accrued Interest	502	514
Sub Total Developer Contributions	4,569	3,600
Capital Receipts	1,599	1,599
Total	6,167	5,199

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CORPORATE DEBTS – WRITE OFFS IN 2017/18

Report by Chief Financial Officer

EXECUTIVE COMMITTEE**19 June 2018**

1 PURPOSE AND SUMMARY

- 1.1 **As required by the Financial Regulations, this report details the aggregate amounts of debt written off during 2017/18 under delegated authority.**
- 1.2 The report covers the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, Housing Benefit Overpayments and aged debt from the balance sheet.
- 1.3 The total value of write-offs reduced from £0.645m in 2016/17 to £0.259m in 2017/18.
- 1.4 There are ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that may require to be written off as irrecoverable in future years. These have been identified in paragraph 6.2. The Council maintains an appropriate bad debt provision to help manage these risks.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee note the debtor balances written off during 2017/18 under delegated authority.**

3 BACKGROUND

- 3.1 Financial Regulations give the Chief Financial Officer authority to write-off individual irrecoverable debts up to £100,000. Any debt in excess of £100,000 may only be written off as irrecoverable following approval by the Executive Committee. No write-offs have fallen into this category in 2017/18.
- 3.2 Financial Regulations also require that the Chief Financial Officer shall report to the Executive Committee annually on the aggregate amounts written off under delegated authority and this report fulfils that remit for financial year 2017/18.

4 LEVEL OF WRITE OFFS

- 4.1 The total net amounts which were written off during 2017/18 are shown in table 1 below. Figures for the previous two financial years, previously reported, are shown for comparison.

Table 1

Category	Net amount written off (£'000)	Net amount written off (£'000)	Net amount written off (£'000)
	2015/16	2016/17	2017/18
Council Tax	188.9	164.2	39.9
Non Domestic Rates	346.5	143.6	8.3
Sundry Debts	133.7	49.4	133.4
Housing Benefits Overpayments	9.9	149.1	78.3
Aged debt from balance sheet	0	139.0	0
Total	679.0	645.3	259.9

- 4.2 The 'write-offs' are net of any amount 'written back on'. This occurs where a debt has been written off and subsequent information is received, such as a new forwarding address, which would enable the Council to again pursue a debt previously considered irrecoverable. In these circumstances, the write-off will be reversed by a write-on and the debtor will then be pursued for the debt.
- 4.3 In all cases, a debt will only be written off when at least one of the following occurs:-
- Legislation prevents its recovery;
 - It is uneconomic to pursue;
 - The Debtor becomes insolvent;
 - All options of recovery have been exhausted, which includes the use of the Council's Legal team and the Sheriff Officers, 'Walker Love';
 - After a professional assessment of the debt concludes that recovery is unlikely. For example, if Sheriff Officers advise that there are no assets, or the debtor has left the area and cannot be traced.

- 4.4 The value of Council Tax write offs processed within 2017/18 has reduced significantly in comparison to previous years. This is a combination of a reduced number of cases being processed but also a reduction in the individual case value. This is also affected by the type of write off e.g. sequestration. The prioritisation of newer, rather than aged, debt write off in 2017/18 is also a contributing factor. It is expected the level of write offs will increase through 2018/19 from the relatively low 2017/18 level.
- The highest value of write-offs for Council Tax in 2017/18 is in the category where the liable party has become insolvent. The number of cases reduced from 214 in 2016/17 to 191 in 2017/18.
- 4.5 The value of Non-Domestic Rates write-offs processed in 2017/18 has decreased significantly compared to the previous year. This is a combination of a reduced number of cases being processed but also in the individual case value. This is also affected by the type e.g. sequestration. The prioritisation of newer, rather than aged debt write off, is also a contributing factor. It is expected the level of write offs will increase through 2018/19 from the relatively low 2017/18 level.
- 4.6 The amount of Housing Benefit overpayments written off has reduced in comparison to 2016/17. A significant amount of historically uncollectable debt being written off over the last two years, with a larger amount in 2016/17. Housing Benefit Overpayments attract up to 100% subsidy from The Department for Work and Pensions which combined with the ongoing recovery measures minimises any potential financial loss to the Council.
- 4.7 As a result of work continuing on Housing Benefit overpayments aimed at reducing outstanding uncollectable aged debt, the level of Housing Benefit Overpayment write offs in 2018/19 is likely to remain at a similar levels to 2017/18. The subsidy arrangements will, however, continue as outlined above in 4.6.
- 4.8 During the 2017/18 financial year, the amount of sundry debt write-offs has increased, mainly due to high value liquidations and deceased cases where no effects. It is expected that write-offs will continue at a higher rate in 2018/19 as the Council continues to encounter difficulties in recovering social care debt and liquidations/sequestrations. The amount of Sundry Debt currently owed to the Council, and deemed to be at risk, presently stands at £1.5m. The Bad Debt Provision currently stands at £0.93m. To mitigate against this possible shortfall in provision, a further £0.165m has been added to the provision from the 2017/18 outturn. This is consistent with the level of debt considered to be at high risk of non-recovery.

5 ANALYSIS OF WRITE OFFS

5.1 Council Tax

Table 2 shows the Council Tax debts which have been written off have been categorised by reason:-

Table 2

Reason for Write Off	Council Tax –net amounts written off 2016/17 (£)	No. of transactions	Council Tax – net amounts written off 2017/18 (£)	No. of transactions
Small balance (less than £10)	* -146	212	* -66	178

Surcharges	17,239	870	4,655	186
Deceased	81,355	392	8,451	68
No Forwarding Address	22,816	253	* -4,998	67
No Effects	0	0	0	0
Insolvency	38,540	214	38,488	191
Miscellaneous	4,439	130	* - 6,557	181
Total	164,243	2071	39,973	871

* Please note these are net of any write on's

5.2 Non Domestic Rates

Table 3 shows the Non Domestic Rates debts which have been written off have been categorised by the reason for the write off:-

Table 3

Reason for Write Off	Non Domestic Rates – net amounts written off 2016/17 (£)	No. of transactions	Non Domestic Rates – net amounts written off 2017/18 (£)	No. of transactions
Small balance (less than £10)	8	5	135	120
Surcharges	14,447	26	1,119	2
Deceased	3,325	2	0	0
No Forwarding Address	577	1	-20	1
No Effects	0	0	0	0
Insolvency	112,133	24	* -4,182	4
Miscellaneous	13,144	71	11,260	50
Total	143,634	129	8,312	177

* Please note these are net of any write on's

5.3 Sundry Debt

The total amount of Sundry Debts written off in 2017/18 is shown in table 4 below by individual services. Comparative write offs which have already been approved is provided for the two previous financial years.

Table 4

Service	Net amount written off (£)		
	2015/16	2016/17	2017/18
Chief Executive	24,352	15,322	3,118
People	42,585	15,466	86,998
Place	66,763	18,632	43,312
Total	133,700	49,421	133,428

6 IMPLICATIONS

6.1 Financial

An annual budget provision for sundry bad debts of £125k and £635k for Council Tax is maintained, which is regularly reviewed and if necessary will be revised in future.

6.2 Risk and Mitigations

It is expected that the level of debts written off in 2018/19 will increase, compared to 2017/18 due to heightened risk factors detailed in paras 4.4-4.8. Performance in this area continues to be closely monitored and management action, including the approved policy on debt recovery and supporting procedures, are in place to minimise risk. It should be noted that in Sundry Debtors, there is £1.5m of outstanding debt assessed as carrying the risk of requiring write-off and it is expected that a significant part of this may be irrecoverable and require future write-off. As indicated in para 4.8, an additional sum of £165k has been added to the Sundry Debt bad debt provision.

6.3 Equalities

There are no direct equalities implications from this report.

6.4 Acting Sustainably

There are no environmental implications directly associated with this report.

6.5 Carbon Management

There is no impact on the Council's carbon emissions.

6.6 Rural Proofing

There are no changes in policy or strategy in relation to rural areas.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

- 7.1 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

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Background Papers:
Previous Minute Reference:

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STRATEGIC HOUSING INVESTMENT PLAN PROGRESS FOR 2017-2018

Report by Service Director Regulatory Services

EXECUTIVE COMMITTEE

19 JUNE 2018

1 PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to advise Members of the affordable housing annual completions, and progress made in the delivery of the Strategic Housing Investment Plan (SHIP) projects for the period 2017-2018.**
- 1.2 The Strategic Housing Investment Plan (SHIP) is the sole document for targeting affordable housing investment in Scottish Borders. This provides a rolling 5 year planning horizon of identified and prioritised affordable housing development intentions. Current Scottish Government Guidance requires that each Council submit a SHIP on an annual basis. The Council's current SHIP 2018-2023 was agreed by Council and submitted in November 2017 and has again received very positive feedback from Scottish Government Officials.
- 1.3 This report advises Members that for the financial period 2017-2018, 145 affordable houses were delivered against envisaged projects set out in the current SHIP. This exceeds the Council's Local Housing Strategy 2017-2022 (LHS) annual target of 128 new affordable homes and is more than the 83 homes originally envisaged in SHIP 2018/23 for 2017/18.

2 RECOMMENDATIONS

- 2.1 It is recommended that Members endorse the progress made in the delivery of affordable housing projects in 2017-2018.**

3 STRATEGIC HOUSING INVESTMENT PLAN PROGRESS UPDATE

- 3.1 The SHIP 2018-23 sets out how affordable housing projects are prioritised to meet affordable housing needs identified in the Local Housing Strategy 2017-2022, and how new planned projects will be delivered in practice. The SHIP 2018-23 complies with the most recently published Scottish Government Guidance issued in June 2017. The current SHIP was submitted to Scottish Ministers ahead of the required November 2017 deadline date. Scottish Government Officials have confirmed that due to the current size of SHIP programmes and the national focus on increasing the supply of affordable housing, SHIP submissions will remain on an annual basis. Work has already begun in anticipation of the next SHIP submission 2019-2024 being required in November 2018. It is anticipated that a report will be brought to Committee in October prior to submission to the Scottish Government.
- 3.2 The SHIP 2018-2023 (Table 2, page 18) envisaged that there would be 83 affordable housing completions for the period April 2017 – March 2018. All anticipated RSL projects delivered apart from Peelwalls Ayton, where Berwickshire Housing opted not to progress the potential “off the shelf” purchase of 6 homes from a developer. A total of 145 homes were delivered over the financial period 2017-18 as set out in Table 1 below. Of the 145 homes delivered, Registered Social Landlords have delivered 112 units through new build, remodelling and acquisitions and, and 33 individual home purchases have been assisted via the Scottish Government’s Open Market Shared Ownership mechanism. Handover of another 4 flats at Innerleithen Road Peebles, to Bridge Homes the Council’s Limited Liability Partnership, has slipped into 2018/19. In addition Eildon Housing Association have also completed the purchase of 20 homes at James Hogg Court Innerleithen from Tweedside Limited Liability Partnership, but as a condition of use of grant, it has been agreed with Scottish Government that these will be counted against 2018/19 delivery and therefore will be included in next year’s SHIP progress update to Members.

Table 1: Project Completions 2017-18

RSL	Project Name	Supplier	Units GN	Units PN	Units Total	Status Update as at 31/03/18
BHA	Gowanlea Coldstream	HA Rent	-	4	4	Completed
EHA	Roxburgh St Kelso	HA Rent	18	0	18	Completed
EHA	E. Langlee Ph3 Galashiels [part]	HA Rent	16	0	16	Completed
EHA	Sergeant’s Park Ph1 Newtown St. Boswells [part]	HA Rent	16	3	19	Completed
SBHA	Block 27 Stonefield remodelling Hawick	HA Rent	6	0	6	Completed
EHA	Lintburn St Galashiels	HA Rent	0	8	8	Completed
BHA	Todlaw Ph3B Duns	HA Rent	14	2	16	Completed
EHA	Individual house purchase	HA Rent	2	1	3	Completed
EHA	Chris Paterson Place Galashiels	MMR	21	0	21	Completed
WH	Mortgage to rent	HA Rent	1	0	1	Completed
OMSE	Open market shared ownership	Shared Equity	33	0	33	Completed
Total			127	18	145	

- 3.3 Figure 1 below illustrates some of the developments which completed during 2017-2018.

Figure 1: Completed Developments in 2017-2018



- 3.4 The SHIP does not address unsubsidised private sector market housing, or include opportunistic unplanned provision of affordable housing by other means. However it is recognised that new private house building makes a significant contribution to the sustainability of communities and by providing opportunities to deliver affordable housing by providing sites through the operation of the Planning system and the Council's Affordable Housing Policy and working with Registered Social Landlords. In addition the private house building industry has also created opportunities to produce affordable housing opportunities to support the Council's National Housing Trust Local Authority Variant Initiative.
- 3.5 The SHIP also provides wider opportunities to deliver affordable housing by providing sites through the operation of the Planning system, the Council's Affordable Housing Policy and working with Registered Social Landlords. In addition the private sector has also created opportunities via the Council's National Housing Trust Local Authority Variant Initiative Bridge Homes.
- 3.6 Bridge Homes was legally established in 2014-15 as a Limited Liability Partnership between the Council and Scottish Futures Trust in order to provide additional affordable housing for mid-market rent under the National Housing Trust Local Authority Variant initiative. Bridge Homes currently owns 49 homes at Castle View, Ayton; Queen Elizabeth Drive Galashiels; Standalane Way Peebles; Croft Field Court Denholm; Henderson's Court, Kelso; Waverley Road, Innerleithen.
- 3.7 As mentioned above in section 3.2 the anticipated completion of 4 flats at Hydro Gardens Peebles has slipped into 2018/19. During 2017/18, Bridge Homes has initiated negotiations seeking to agree missives with a developer to acquire 5 homes at Broomlands, Kelso, upon completion during 2018/19.
- 3.8 Since Bridge Home's inception, Officers have pursued 58 sites to explore the potential to deliver homes for mid-market rent. However it is recognised that the initiative financial viability parameters and project

delivery lead-in times make it very unlikely the Bridge Homes will deliver more than the 9 additional homes identified above in 3.7 before the Scottish Government's 31 March 2019 initiative deadline.

- 3.9 Current information estimates that 208 affordable homes will be delivered by RSLs and Bridge Homes during 2018/19. This figure does not take account of any Open Market Shared Equity, Discounted Sales, Rural Housing Fund assisted or other additional opportunistic acquisitions that may be completed during the year.
- 3.10 Council Officers continually engage with its RSL housing partners and remain able to bring forward projects that have been identified through the routine SHIP project prioritisation assessment and review process in the event of any additional funding and resources being made available. Quarterly Programme meetings with Berwickshire Housing Association, Eildon Housing Association, Scottish Borders Housing Association, Trust Housing Association, Scottish Government (More Homes Division) and the Council are central to this project prioritisation and review process. Officers and partners also continue to proactively seek and explore any potential site and project opportunities that can be secured for affordable housing.

4 IMPLICATIONS

4.1. Financial

- (a) Ensuring the effective development and delivery of SHIP projects continues to be dependent on SBC's provision of core services, financial resource allocations from the Scottish Government, partner agencies and private developers and individuals.
- (b) There are a number of funding resources that the Council and its development partners have drawn upon including Affordable Housing Supply Programme Funding, 2nd Homes Council Tax, Commuted Sums, Housing Association Private Finance Borrowing, Charitable Bond funding and Scottish Water Grant Funding, and finally Council Borrowing from the Public Works Loan Board (PWLb) in order to deliver National Housing Trust Initiatives.
- (c) During 2017-2018, the Council grant assisted delivery of future affordable Housing projects at Lawfield / Beanburn Ayton and Upper Langlee Galashiels through use of Developer Contributions. In addition Developer Contributions have been used to fund the development of an older persons housing and care strategy. Through use of its Second Homes Council Tax budget, the Council has assisted Scottish Borders Housing Association progress the regeneration of Stonefield Hawick.
- (d) The financial impacts of the National Housing Trust Local Authority initiative programme are fully reflected within the revenue and capital budget and the associated Treasury Prudential Indicators which control Council borrowing. The sale of 41 homes at Chris Paterson Place and James Hogg Court by Eildon Housing Association has enabled Tweedside LLP to repay its loan of £3.405M to the Council.
- (e) Scottish Government has set itself an ambitious national target to deliver 50,000 affordable homes over the lifetime of the current Scottish Parliament. Scottish Government made an original 2017-2018 subsidy allocation of £10.008m to Scottish Borders area, and subsequently increased this to £11.5m through re-allocation of unspent slippage funding from other Council areas to assist acceleration of Borders projects. Berwickshire and Eildon Housing

Associations have also secured £5.0m in Charitable Bond funding as a new funding source as an alternative to Scottish Government grant. This has all been fully committed as intended. This represents a record high level of external funding secured and spent by Borders RSLs in delivering homes against Council and Scottish Government targets. In addition Scottish Government has also contributed £1.658m which has facilitated the individual home purchase of 33 homes through the Open Market Shared Equity scheme.

Scottish Government has recently confirmed that it has allocated £14.065m to assist delivery of Scottish Borders affordable housing projects in 2018/19.

- (f) This significant delivery of new additional affordable houses will generate additional Council Tax income for the Council in the region of £88,912 in 2018/19 as a result of the completions in 2017/18. This income has been reflected in the Council budget. In addition, it plays an important role in reducing income inequality for people in the Borders, and has led to the creation of numerous direct construction jobs, apprenticeships, and indirect jobs within the construction supply chain.

4.2 **Risk and Mitigations**

Delivery of the SHIP is largely dependent upon a number of variables, not least of which relate to resource and other political and organisation decision making processes beyond the control of the Council. However, governance and control measures are in place to ensure delivery of the SHIP including monitoring contractor performance and quarterly programme meetings involving Council Officers, RSL partners and Scottish Government Officials.

4.3 **Equalities**

- (a) In line with both Council policy and legislative requirement, all Strategic Housing Investment Plans are subjected to an Equalities Impact Assessment during the development phase. To date none of the SHIP submissions have identified any concerns regarding adverse impact on equalities groups through delivery of the SHIP.
- (b) These plans are predicated on the endorsement of the principle of equalities as articulated in the SHIP Guidance. SHIPs are subjected to an Equalities Impact Assessment, Strategic Environmental Assessment screening and Rural Proofing Assessment.
- (c) Houses produced by Registered Social Landlords will be allocated according to their individual allocations policy and procedures. As a consequence, the RSLs are subject to the weight of Statutory Scrutiny via Regulation and Inspection by the Scottish Housing Regulator.

4.4 **Acting Sustainably**

- (a) All SHIP documents are subject to a pre-screening assessment in accordance with Section 7 of the Environmental Assessment (Scotland) Act 2005 using the criteria specified in Schedule 2 of the Act. The pre-screening assessments identified no, or minimal, negative effects in relation to the environment, hence SHIPs have been exempt from Strategic Environmental Assessment (SEA) requirements under Section 7(1) of the Act.
- (b) By seeking to deliver more new affordable houses, the SHIP 2018-23 will promote sustainable communities and help to overcome many of

the housing supply challenges faced locally.

- (c) There are no adverse economic or social effects resulting from the recommendations of this report. In addition, SHIP 2018-23 delivery and potential environmental effects from new build housing will be addressed through the planning process and national policies and standards.

4.5 **Carbon Management**

- (a) It is considered that there are no direct effects on the Council's carbon emissions arising from the report recommendations.
- (b) New additional affordable housing will have a general effect on the region's carbon footprint however these are addressed within the planning process, and in meeting the housing requirements and standards as set out by the Scottish Government. RSLs aim that their new housing will be built to "Silver Standard" which exceed current Scottish Building Standards.

4.6 **Rural Proofing**

- (a) Rural proofing applies to all areas of Scottish Borders classified by Scottish Government as 'remote rural' or 'accessible rural'. This applies to all areas of Scottish Borders out with the towns of Hawick, Galashiels/Tweedbank, Peebles, Selkirk, Eyemouth, Jedburgh and Kelso.
- (b) The SHIP Project Working Group carries out a rural proofing exercise as part of the preparation of each SHIP. It is determined that the delivery of SHIPs will not have an unforeseen adverse impact on the rural areas and that the needs of rural areas have been properly taken into account.

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

There are no changes to be made.

5 **CONSULTATION**

- 5.1 The SHIP Working Group has been consulted and contributed to this report.
- 5.2 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, and the Clerk to the Council have yet to be consulted and their comments will be incorporated in the final report.

Approved by

Brian Frater
Service Director Regulatory Services

Signature.....

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Background Papers: Strategic Housing Investment Plan 2018-23.
Previous Minute Reference: None

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REGENERATION OF GALASHIELS – GREAT TAPESTRY OF SCOTLAND VISITOR CENTRE- PROJECT UPDATE

Report by Executive Director
EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report provides an update on the external funding applications and what the funding will deliver as part of the project.**
- 1.2 This report follows the detailed report considered by Council on 16 December 2016 to approve the location of the Great Tapestry of Scotland visitor facility in Galashiels, and the requirement to obtain external funding to the value of £700k.
- 1.3 In 2017 the project team engaged with three main funders:
 - Heritage Lottery Fund
 - Historic Environment Scotland
 - Scottish Governments' Regeneration Capital Grant Fund
- 1.4 It was decided to focus on the Historic Environment Scotland and Regeneration Capital Grant Fund as they aligned with the project delivery programme and there was sufficient opportunity to fill the £700k budget gap.
- 1.5 The Council are progressing through the application process for an HES Repair Grant and expect to receive up to £40k when contracts are in place, as per the mandated process by HES.
- 1.6 Following a two stage application process a confirmation letter was received on 12 March 2018 from the Regeneration Capital Grant Fund that they would commit £1.18M to the project. This provides an additional £480k to the project to deliver external aspects of the Galashiels Master Plan defined in the application (following community consultation on priorities), in parallel with the recommencement of the Galashiels Inner Relief Road Phase 5 project that was put on hold until the outcome of the external funding applications was known. This will allow £896k to be invested in the delivery of key aspirations from the Galashiels Master Plan that will enhance the visitor experience of the new attraction.
- 1.7 It is proposed to incorporate the existing £416k Galashiels Inner Relief Road Phase 5 budget and the additional £480k regeneration Capital Grant Fund into a new Capital budget line call '*Galashiels Town Centre Regeneration*' to allow the external improvements to be delivered and managed as one project.

2 RECOMMENDATIONS

2.1 I recommend that the Committee:-

- (a) Notes the progress achieved with external funding applications to close the project funding gap;**
- (b) Notes that the £416k Galashiels Inner Relief Road Phase 5 budget and the additional £480k of Regeneration Capital Grand Fund have been moved into a new Capital budget line called '*Galashiels Town Centre Regeneration*' as per Table 3 in this report.**
- (c) Approves the projects identified in Section 8.6 to be delivered within this first phase of investment.**
- (d) Approves the re-profiling of the Capital Budgets as per tables 2 and 3 of this report.**

3 BACKGROUND

- 3.1 On 22 December 2016 Scottish Borders Council agreed to locate the permanent home for the Great Tapestry of Scotland in Galashiels.
- 3.2 The report identified that the £6.7M budget estimate would be funded by £3.5M from Scottish Borders Council Capital borrowing and £2.5M of Borders Railway Blueprint, leaving a £700k budget gap that would ultimately be underwritten by the Council.
- 3.3 The project team were tasked with pursuing external funding from Heritage Lottery Fund, Historic Environment Scotland and Regeneration Capital Grant Fund to avoid the Council underwriting the gap with Galashiels Inner Relief Road Phase 5 budget (£416k) and a re-alignment of the current approved Capital Plan (to accommodate £284K).

4 FUNDING UPDATE – HERITAGE LOTTERY FUND

- 4.1 A meeting was held with Heritage Lottery Fund officers on 28 April 2017 to discuss the options for funding for the project. The Heritage Lottery Fund had several funding programmes that the project could have been appropriate for, but the timescales did not align with the projects delivery programme and it would have added between 6 and 18 months to the project.
- 4.2 An analysis of the Heritage Lottery Funding option was submitted to the Project Board and it was agreed that the funding should be postponed until the outcomes of the Regeneration Capital Grant Fund and Historic Environment Scotland funding application were known.

5 FUNDING UPDATE – HISTORIC ENVIRONMENT SCOTLAND

- 5.1 The Council are progressing through the application process for an HES Repair Grant and expect to receive up to £40k when contracts are in place, as per the mandated process by HES.

6 FUNDING UPDATE – REGENERATION CAPITAL GRANT FUND

- 6.1 This grant fund was identified as the main source of funding the £700k budget gap with the postponement of a bid to Heritage Lottery Fund.
- 6.2 The project team submitted a Stage 1 application to the Scottish Government on 18 August 2017 for £1.18M, broken down as follows:
 - for £700k towards the building funding gap, and
 - an addition £480k to supplement the Galashiels Inner Relief Road Phase 5 budget of £416K to commence the delivery of key elements of the Galashiels Master Plan to complement the Tapestry development (Galashiels Town Centre Regeneration).
- 6.3 On 13 October 2017 the Scottish Government confirmed that the Stage 1 application was approved following the Capital Grant Fund Panel meeting on 4 October 2017. This approval to proceed was received with a number of areas to address in the Stage 2 application due to the competition for the limited funding.

- 6.4 The Stage 2 application was submitted for 8 December 2017 and addressed the points raised by Scottish Government, which included community engagement/involvement with the project. A meeting was held with the Galashiels Development Stakeholder Group on 25 October 2017 to define the priorities for the funding to align with the Galashiels Master Plan (draft at that point in time).
- 6.5 The project team received confirmation that the Stage 2 application for £1.18M was successful on 12 March 2018.

7 PROJECT DELIVERABLES BASED ON FUNDING DECISIONS

- 7.1 With the outcomes of the funding applications to Historic Environment Scotland and the Scottish Government, the project is fully funded and there is now additional funding to supplement the Galashiels Inner Relief Road Phase 5 to commence the delivery of elements of the now approved Galashiels Master Plan (Galashiels Town Centre Regeneration).
- 7.2 The original £416k Galashiels Inner Relief Road Phase 5 budget was put in place to
- To provide environmental improvements from the key pedestrian routes into the town centre (Green Street, Bridge Place, Channel Street & High Street) to link to the civic spaces delivered within GIRR4;
 - To maximise the socio-economic benefits from the new town centre developments and the Borders Railway;
 - To provide development opportunities for the town centre;
 - Engage with the community to allow them to steer the development of the project;
 - Identify routes of external funding (Historic Scotland & Lottery) to enhance the outcomes of the project;
 - To ensure the solutions represent the best value for money.
- 7.4 With the commitment to locate the Great Tapestry of Scotland in Galashiels, the 16 December 2016 report confirmed that the Galashiels Inner Relief Road Phase 5 project would be put on hold until the external funding strategy was complete, as the budget could be used to partially fill the funding gap if no external funding was achieved.
- 7.5 As part of the Regeneration Capital Grant Fund application process it required community involvement in the development of the application proposals. The project team convened a special Galashiels Development Stakeholder Group meeting on 25 October 2017 to priorities the areas of funding for the original GIRR 5 £416k and the additional £480k requested from the Regeneration Capital Grant Fund (totalling £896k), in line with the Galashiels Master Plan. The group membership is as follows:
- Galashiels Councillors
 - Community Council
 - Chamber of Trade
 - BIDS Team
 - Energise Galashiels
 - Braw Lads

- Community Residents
- Old Gala Club
- Gala Waterways
- Transport
- Schools

7.6 The priorities identified by the community at this special meeting were included as a commitment in the Stage 2 Regeneration Capital Grant Fund application. The areas for investment are as follows:

- Channel Street Plaza improvements – to create an enhanced surrounding streetscape for the new Great Tapestry of Scotland visitor centre.
- Douglas Bridge improvements – to create a strong welcoming route from the Borders Railway to the Great Tapestry of Scotland visitor centre. Also, stimulate the investment in the retail property in the area.
- Channel Street improvements - to create a strong welcoming route from the Borders Railway to the Great Tapestry of Scotland visitor centre. Formulate the temporary one-way system that is in place. Also, stimulate the investment in the retail property in the area.
- Wayfinding, Road Signage & Gateways – improve visitor signage to the new Great Tapestry of Scotland visitor centre and other town attractions. Improve traffic information to direct visitors. Create a gateway statement to inform visitors that Galashiels is the home of the Great Tapestry of Scotland.
- Coulter Candy Trail – provide visitors an interactive route around the town that connects all attractions and interact with children by celebrating the Scots folk song 'All Bally Bee' written by former Galashiels weaver Robert Coltart.

All of these elements will take account of the Master Plan review of disability access (Euan's Guide) and deliver the appropriate elements of the tactile map for improved road crossing.

8 IMPLICATIONS

8.1 Financial

- (a) With the award of the Regeneration Capital Grant Fund and Historic Environment Scotland the funding is provided in **Table 1**.

Table 1 – Project Funding

FUNDER	CAPITAL & GRANT FUNDING £000s
Scottish Borders Council – Tapestry	£3,500
Scottish Borders Council – GIRR 5	£416
Borders Railway Blueprint	£2,500
Regeneration Capital Grant Fund	£1,180
<i>Historic Environment Scotland (To be confirmed)</i>	<i>up to £40 (not included in this total)</i>
TOTAL	£7,596

- (b) **Table 2** contains the proposed alterations to the budget profile for Executive approval. .
- (c) **Table 3** confirms that the £416k Galashiels Inner Relief Road Phase 5 budget and the additional £480k Regeneration Capital Grant Funding have already been moved into a new budget line within the Capital Plan title '*Galashiels Town Centre Regeneration*' to commence the commitment to the further development of Galashiels identified in the Borders Railway Blueprint and the Regeneration Capital Grant Fund applications. This will allow the external improvements to be managed and delivered as one project.

Table 2 – Proposed Great Tapestry of Scotland Budget Profile

Budget Heading	Actual to date £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	TOTAL £000s
Great Tapestry of Scotland	£1,000	£700	£4,950	£50	£6,700
Funding Sources:					
<i>Scottish Borders Council</i>			<i>£3,450</i>	<i>£50</i>	<i>£3,500</i>
<i>Borders Railway Blueprint</i>	<i>£1,000</i>		<i>£1,500</i>		<i>£2,500</i>
<i>Regeneration Capital Grant Fund</i>		<i>£700</i>			

Table 3 – Proposed Galashiels Town Centre Regeneration Budget Profile

Budget Heading	Actual to date £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	TOTAL £000s
Galashiels Town Centre Regeneration	£0	£480	£416	£0	£896
Funding Sources:					
<i>Scottish Borders Council - GIRR 5</i>			<i>£416</i>		<i>£416</i>
<i>Regeneration Capital Grant Fund</i>		<i>£480</i>			<i>£480</i>

8.2 Risk and Mitigations

The Regeneration Capital Grant Fund has to be committed in 2018/19 otherwise the project may lose funding. The majority of the funding has been allocated to the delivery of the Tapestry building which is on programme. The external works elements that require to be delivered are the Coulter Candy Trail, wayfinding, road signage and gateways. A significant amount of work was undertaken to define these elements in advance of the GIRR 5 project suspension in 2016, so the internal design team will recommenced the delivery process for this financial year.

8.3 Equalities

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

8.4 Acting Sustainably

There are economic benefits created by this project with the safeguarding and creation of employment (up to 17 jobs) and wider economic benefits identified to the community of up to £7M Gross Value Added over 10 years. We have included community participation in identifying the first phase of Master Plan elements to be developed. The project will also safeguard and bring into public use the front two storey's of the former Post Office building

8.5 Carbon Management

The project will replace the existing Poundstretchers building with an energy efficient modern visitor attraction. The former Post Office building will be insulated and update to energy efficient product to minimise its carbon footprint.

8.6 Rural Proofing

Not applicable.

8.7 Changes to Scheme of Administration or Scheme of Delegation

Not applicable.

9 CONSULTATION

- 9.1 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 any comments have been incorporated into the final report.

Approved by

Rob Dickson
Executive Director

Signature

Author(s)

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Background Papers: Scottish Borders Council 16 December 2016

Previous Minute Reference: Scottish Borders Council 16 December 2016

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THE MONITORING & REGULATION OF PRIVATE WATER SUPPLIES IN THE SCOTTISH BORDERS 2018 – 2022

Report by Service Director Regulatory

EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report is to update the Executive on the changes arising from new legislation enacted in October 2017 in relation to private water supplies (PWS) under the '*Water Intended for Human Consumption (Private Supplies)(Scotland) Regulations 2017*'.**
- 1.2 The report seeks Executive approval for changes to the charging regime for private water supplies permitted under the new regulations which are essential to fund the increased level of resource that will be required for the Council to be able to meet the statutory requirements of the legislation.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee notes**
 - (a) the impacts of the legislative changes on the Council's obligations to monitor and regulate private water supplies in its area and the requirement for the council to be fully compliant with the legislation;**
 - (b) the additional workload and resource requirements that will be incurred as a result of implementing the legislation and;**
 - (c) approves the proposed changes to the Fees & Charges regime in Appendix III to this report, as permitted by the new legislation.**

3 BACKGROUND

- 3.1 Private Water Supplies (PWS) are those that are not provided by a statutory provider (i.e. Scottish Water). Nearly 4% of the Scottish population use a private supply as their water supply and many others may use a private supply while holidaying in remote parts of the country such as the Borders. In the Scottish Borders, 13% of the population (almost 15,000 residents) are served by a private supply. There are approximately 1,600 private water supplies in the Scottish Borders serving almost 4,000 domestic properties in the area. Private water supplies also serve a number of commercial properties in the Borders.
- 3.2 Whilst the responsibility for PWS rests with owners and users of the supplies, local authorities have long-standing statutory duties to regulate and monitor PWS under the supervision of the Drinking Water Quality Regulator (DWQR) who acts on behalf of Scottish Ministers.
- 3.3 These duties include the obligation to sample and report on the test results of all regulated supplies on at least an annual basis, carry out a risk assessment of all regulated supplies and take enforcement action where a supply is a risk to public health or does not meet the standards required.
- 3.4 In October 2017, the existing Private Water Supplies (Scotland) Regulations 2006 were superseded by the Water Intended for Human Consumption (Private Supplies)(Scotland) Regulations 2017.

4 LEGISLATIVE POSITION

- 4.1 The main change in the new regulations is that supplies will no longer be classified as Type A and Type B supplies. The regulations apply to what is now defined as a '*regulated*' supply (i.e. any supply which supplies 50 or more persons or more than 10m³ per day or is used in a commercial or public activity). Supplies previously classified as Type B supplies will now be known as '*exempt*' supplies. Exempt supplies are still covered by the 2006 Regulations however, these supplies are due to be reviewed by the DWQR in the near future.
- 4.2 Although the new regulations came into force in October 2017, the DWQR has been clear that it does not expect local authorities to be immediately compliant with the legislation and anticipates a gradual implementation by January 2022.

5 IMPACT OF THE NEW LEGISLATION

- 5.1 A review carried out by Protective Services has identified that the main impact associated with the implementation of the new regulations is the significant increase in the number of private water supplies which will require annual monitoring visits.
- 5.2 A regulated supply is defined as any supply which supplies 50 or more persons or more than 10m³ per day or is used in a commercial or public activity.
- 5.3 Guidance issued by the DWQR advises that '*Commercial...activity should be regarded as any commercial...premises where a private supply is used for human consumption. This includes all food production undertakings...*

*caravan sites, campsites, hotel and bed and breakfast establishments, holiday let accommodation, **domestic rented premises (including those listed on the landlord register and from registered social landlords), church or village halls, hospitals.***

- 5.4 Under the previous regulations, domestic rented premises were not considered to be commercial activity. These supplies were classified as Type B supplies and only monitored when requested to do so. Due to this being a change in advice rather than legislation, the Scottish Government has offered no additional funding to local authorities to implement the regulations.
- 5.5 It is anticipated that the number of private water supplies requiring annual monitoring will increase from approximately **150** Type A supplies under the 2006 Regulations to approximately **1000** regulated supplies under the 2017 Regulations.
- 5.6 In addition to the annual monitoring visits required, all regulated supplies require to be risk assessed by January 2022 and the risk assessment for every supply requires to be reviewed at least every 5 years. The outcome of the risk assessments require to be reported to all consumers on the supply to enable them to make decisions about how the supply is managed and maintained.
- 5.7 Approximately 50-60% of samples taken during monitoring visits fail to meet the legislative standard of 'wholesomeness' and therefore these supplies require additional resource time to investigate and secure compliance.
- 5.8 Scottish Borders Council currently administers and issues grant on behalf of the Scottish Government to assist with the improvements to a private supply. Currently every property served by a private supply is entitled to £800 towards the cost of upgrading supplies. It is anticipated that a knock-on effect of increased sample failures will result in an increase in grant enquiries.

6 RESOURCE REQUIREMENTS

- 6.1 In order to estimate the resource required to meet the statutory obligations placed on SBC by the new regulations, Protective Services designed a scenario based on 1000 regulated private supplies. Since the introduction of the regulations, over 500 regulated supplies have been identified through the landlord register. Officers have also found a number of regulated supplies which are not on the register and in addition, over 300 farms require to be reviewed to determine whether they are a commercial activity.
- 6.2 Work was then carried out to estimate the weekly workload of an officer and targets that could be achieved. Further information is available in Appendix I of this report. It is estimated that a total of 10 officers (8 operational / 2 non-operational) are required to meet the expectations of the new regulations.

- 6.3 Previously, all monitoring and regulation of private water supplies was carried out by qualified Environmental Health Officers (EHOs). A review of competency and capacity into this concluded that although this area of regulation should be EHO led. The majority of operational activity (and some areas of enforcement) can be carried out by technical staff recruited with the right skills and attributes.
- 6.4 In light of this review, it has been determined that the PWS Team should comprise of:
- 1 Lead EHO - This role requires a qualified Environmental Health Officer to have a well-developed expertise in PWS and in particular, the legislative requirements that cover the functions. The role involves partial supervision of other team members in day to day activities. The role also forms a key relationship with the DWQR, local / national Liaison Groups and contractors such as Scottish Water. This role has minimal case load management and focuses on escalated / difficult cases, procedures and policy development.
 - 2 Technical Officers - This role is focussed on day to day operational activities such as sampling, risk assessment and Grant administration. It is envisioned that 2 Technical Officers will each lead an area 'team' and assist the Lead EHO in monitoring workload targets, advising technical assistants and undertaking enforcement action where necessary.
 - 6 Technical Assistants - The main focus of this role is sampling and risk assessment of private supplies as well as grant administration. This role does not have enforcement responsibilities which will be escalated to Technical Officers and the Lead EHO where required. It is envisioned that there will be three technical officers in each 'area' team under the support and guidance of a Technical Officer.
 - 1 Information Support Officer - PWS operations requires the processing of large volumes of data and information. The PWS register contains over 40 columns of information which is updated on a daily basis. A time management exercise which took place in 2014 revealed that just over 50% of operational officer time was spent on administrative duties. Further analysis showed that although some of this administrative work was necessary (such as updating case notes, writing up risk assessments and sending letters, notifications etc.), a large proportion of the administrative tasks are more focussed on data and information management (e.g. keeping the register updated, processing grant applications, inputting sample results etc.). This process requires in depth knowledge of PWS policies and procedures and is beyond competencies required of clerical officers in Business Support. It is therefore proposed that a new post is created to ensure that the monitoring and regulation of PWS is efficient and productive. This role will also provide much needed support to the Lead EHO in preparing monthly and annual reports, database

management and updating policy and procedures.

It is anticipated that the staffing numbers will increase gradually over the next 5 years in line with workload demands and the number of regulated supplies. The proposed staffing changes from 2018-2022 are given in Appendix II.

7 PROPOSED CHARGING STRUCTURE

- 7.1 The Scottish Government has been clear that no extra funding will be made available to local authorities to implement the new legislation. However, the new regulations do allow local authorities to charge a person for expenses reasonably incurred:
- for collecting water samples
 - for the analysis of water samples
 - for carrying out a risk assessment
 - For reviewing a risk assessment
- 7.2 A charging mechanism was available under the previous 2006 regulations, however these charges were capped at statutory maximums. Protective Services have reviewed the fees and charges and the proposed charging structure is given in Appendix III.
- 7.3 Visit fees of £70 have remained the same as before and costs associated with courier and laboratory services will also remain the same. The most significant change is the introduction of an hourly rate of £49.03 for the investigation time associated with sample failures and also for undertaking a risk assessment of a supply and writing up a report of the risk assessment.
- 7.3 The hourly rate has been extrapolated from guidance issued by the Association of Chief Trading Standards Officers and accounts for costs associated with salary, tax, NI contributions, pension contributions, IT provision, office accommodation and other costs involved in supporting council services.

8 INCOME GENERATION AND EXPENDITURE

- 8.1 In order to examine the financial impacts of the proposed staffing changes, a costings model was developed and is contained in Appendix IV. The model is based on a scenario of there being 1000 regulated private water supplies in the Scottish Borders.
- 8.2 The model takes account of the expected annual workload undertaken by an operational officer (sampling, investigations, risk assessments and grant administration) and the income that will be generated by that workload based on the proposed fees and charges.
- 8.3 The model also takes account of all staffing costs (including posts that do not generate income) and additional costs of office accommodation, training and equipment etc.

- 8.4 The graph in Appendix V illustrates the anticipated income for 2018-2022 which is well below the overall annual costs of running the service however, the income generated covers the cost of the additional staffing requirements with the exception of 2020/21 where the number of risk assessments decreases. However, the likelihood is that the workload can be more evenly spread to mitigate this loss of income.

9 IMPLICATIONS

9.1 Financial

- (a) The only way that budget can be provided for SBC to fulfil its statutory responsibilities under the new legislation is by delivering an income stream that will cover the cost of providing the new enhanced service that is expected of a Local Authority.
- (b) Failure to implement a revised Fees & Charges policy, as permitted under the new legislation could create a significant revenue budget pressure or leave the Council unable to fully execute its statutory responsibilities.

9.2 Risks and Mitigation

In the development of a strategy to implement the 2017 regulations, a number of risks have been identified;

- (a) All PWS activity undertaken by SBC is reported annually to the DWQR. The information provided is published in the DWQR Annual Report. Failure to meet statutory obligations will result in a directive being issued to the Council by the DWQR. The DWQR will then inform the relevant cabinet secretary who can also issue a directive to the Council.
- (b) Assumptions have been made in the number of regulated supplies that will be identified however, the costings model can be adjusted to illustrate different supply number scenarios which will then inform the resource levels required. Therefore, if supply numbers are significantly more or less than 1000, adjustments to the recruitment process can be made accordingly.
- (c) Assumptions have also been made in terms of workload and productivity of operational officers. This will be mitigated by ensuring that the recruitment process captures the key skills and attributes required. The costings model also allows for a 6 month training period for each officer to ensure competency levels are met and a sufficient management structure is in place to monitor performance.
- (d) The issue of the UK leaving the European Union leaves a level of uncertainty particularly where legislation such as the PWS legislation is EU derived. Grant funding is sourced from the EU and therefore it is not clear if grant funding will remain post-Brexit.

- (e) The 2006 regulation still remain in place for exempted supplies. The DWQR has indicated that these regulations will be reviewed in the coming year and there is the possibility that there will be additional monitoring in relation to exempt supplies in the coming years. If this is the case, the current strategy and costing will require to be reviewed.

9.3 **Equalities**

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

9.4 **Acting Sustainably**

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

9.5 **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.

9.6 **Rural Proofing**

The effects of this legislation are most likely to affect primarily rural areas where most private water supplies tend to be located. The new legislation will also bring benefits to the properties involved by ensure a wholesome water supply.

9.7 **Changes to the Scheme of Administration and Scheme of Delegation**

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

10 **CONSULTATION**

- 10.1 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 are being consulted and any comments received will be reported verbally at the Committee Meeting.

Approved by

Brian Frater

Service Director Regulatory Services Signature

Author(s)

Name	Designation and Contact Number
Lynn Crothers	Principal Regulatory Services Officer

Background Papers: None.

Previous Minute Reference: None

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

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ESTIMATED RESOURCE REQUIREMENTS

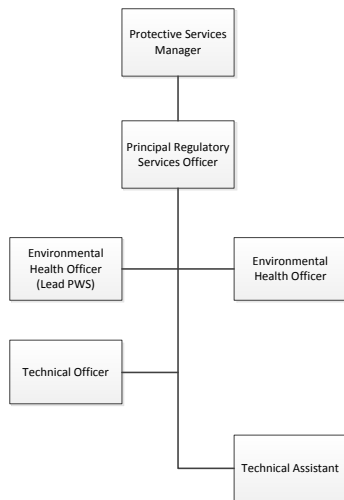
A – Resource Requirements

i	It is estimated that the number of regulated supplies will rise from 150 per year to approximately 1000 per year.		
ii	Each officer is expected to be operational for 46 weeks per year	1000 supplies / 46 weeks = 22	22 monitoring visits per week required to meet statutory requirement
iii	Each operational officer can reasonably expect to sample 2-3 supplies per week (NB. if no admin support then this will reduce).	22 visits per week / 3 visits per week per officer = 7.3	8 Officers will be required to meet statutory requirement
iv	Typical working week for an operational officer will comprise of:	2-3 monitoring visits (5 hrs)	
		1-2 Risk Assessment Visits (6 hrs)	
		1-2 Risk Assessment reports issued (6 hrs)	
		1-2 supply failure investigations (6 hrs)	
		1 Sample request (3hrs)	
		Grant Administration (4hrs)	

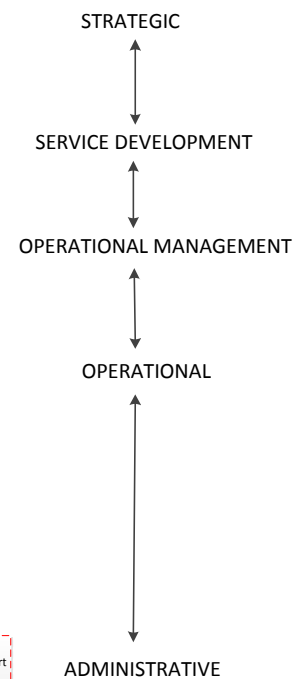
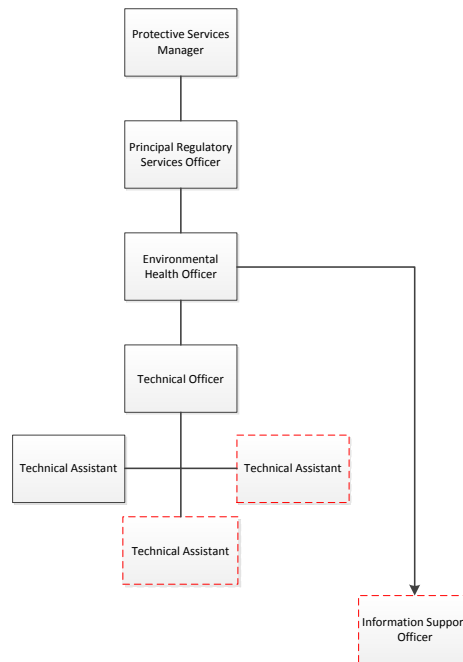
B – Proposed Resourcing Structure

i	Lead Environmental Health Officer	Grade 9	Existing Post
ii	2 x Technical Officers	Grade 8	1 Existing / 1 additional post reqd
iii	6 x Technical Assistants	Grade 7	1 Existing / 5 additional posts reqd
iv	Information Support Officer	Grade 6	1 additional post reqd

2017 - 18

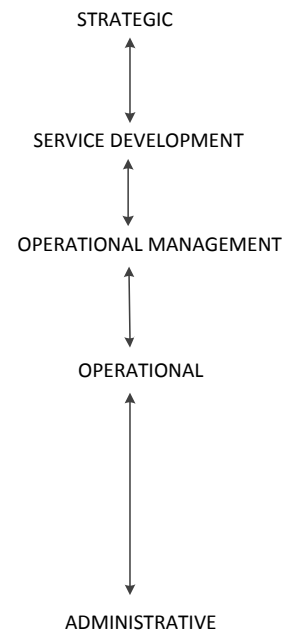
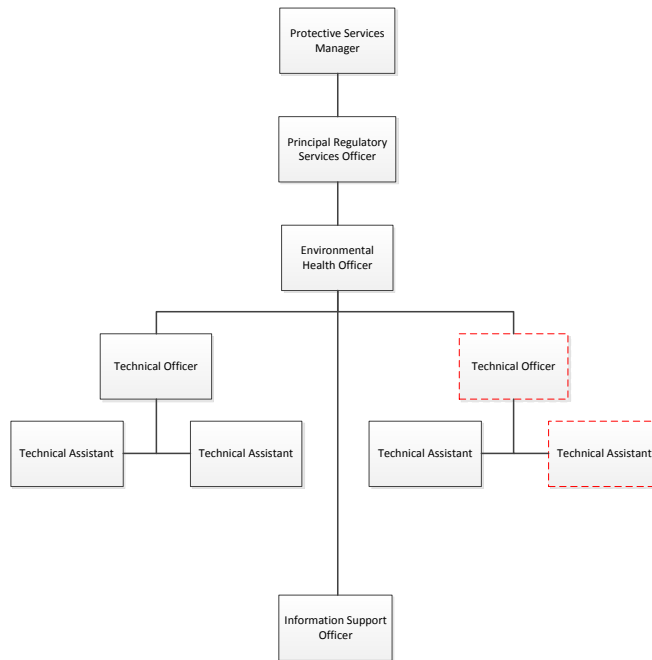


2018 - 19



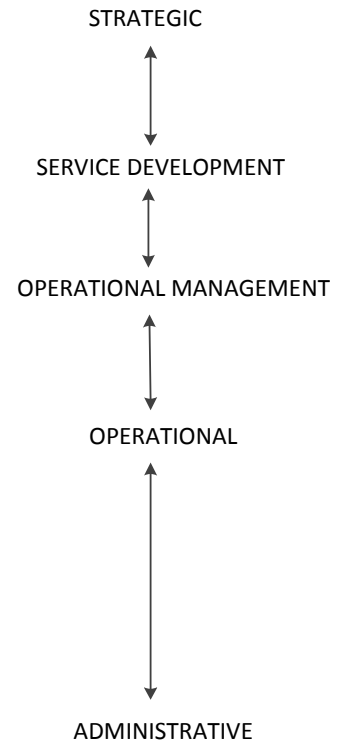
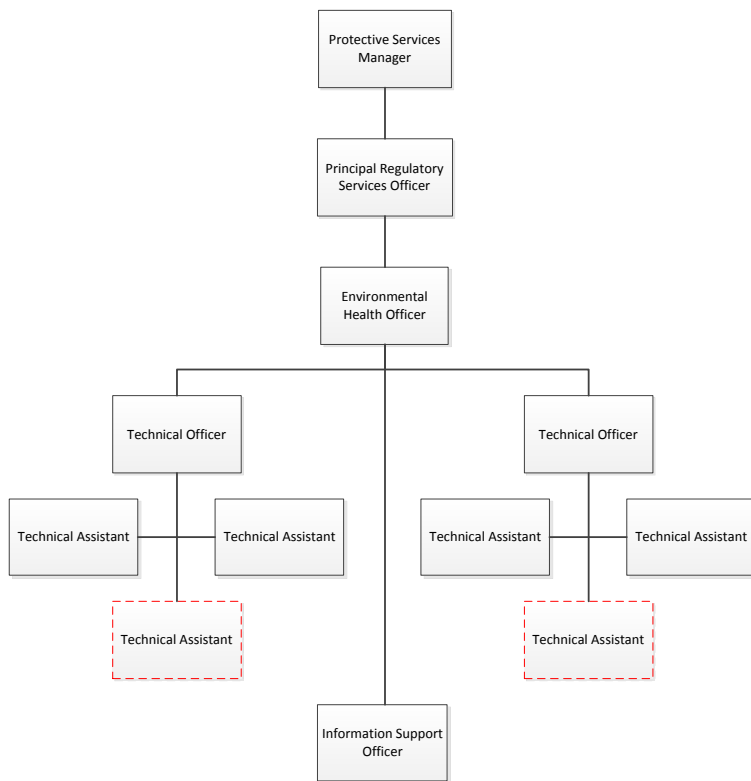
--- NEW POST

2019 - 20



NEW POST

2020 - 21



WATER SUPPLY MONITORING & SAMPLING	
A. REGULATED SUPPLIES	£
Sample Visit Fee* (<i>Initial sample visit</i>)	70 (single property) / 50 (per property for multiple properties)
Sample Visit Charge* (<i>Additional visits following initial visit</i>)	49.03 per hour
Analysis of Monitoring Parameters*	As per Scottish Water laboratory costs
Additional Monitoring	As per Scottish Water laboratory costs
Risk Assessment (<i>Preparatory work</i>)*	£70.00
Risk Assessment (<i>Site visit</i>)*	49.03 per hour up to a maximum of 4 hours
Risk Assessment (<i>Write up & issue of information</i>)*	49.03 per hour up to a maximum of 3 hours
Risk Assessment Review (<i>Preparatory work</i>)	£70.00
Risk Assessment Review (<i>Failure investigation</i>)	49.03 per hour up to a maximum of 3 hours
Risk Assessment Review (<i>5 yearly update or inadequacy</i>)	49.03 per hour up to a maximum of 3 hours
B. EXEMPT (Type B') SUPPLIES (2006 Regulations)	£
Sample Visit Fee*	70 (single property) / 50 (per property for multiple properties)
Analysis of Monitoring Parameters*	As per Scottish Water laboratory costs
Additional Monitoring	As per Scottish Water laboratory costs
Risk Assessment (<i>Preparatory work</i>)*	£70.00
Risk Assessment (<i>Site visit & report</i>)*	£50.00
C. EXEMPT 'Mains' SUPPLIES (Non Statutory Sampling)	£
Sample Visit Charge	£49.03 per hour
Analysis of Monitoring Parameters	as per Scottish Water laboratory costs
*Where sampling of a water supply is undertaken for risk assessment or grant purposes, the above charges will not be made where the provisions of Scottish Government PWS Information Letter 2/2014: Financial Implications - Reimbursement claims under Section 47 of the Local Government in Scotland Act 2003 ("PWS Information Letter 2/2014") are appropriate and can be applied.	

APPENDIX IV **PWS COSTINGS MODEL**

PWS INCOME ASSUMPTIONS (5)		2018/19			2019/20			2020/21			2021/22			2022/23		
Service	Unit	Charge	Number per Year	Gross Income £	Charge	Number per Year	Gross Income £	Charge	Number per Year	Gross Income £	Charge	Number per Year	Gross Income £	Charge	Number per Year	Gross Income £
Monitoring Visits	Number	70.00	184	12,880	72.10	460	33,166	74.26	644	47,825	76.49	736	56,297	78.79	1,000	78,786
Risk Assessment Visits Prep Visit	Number	70.00	138	9,660	72.10	345	24,875	74.26	483	35,869	76.49	234	17,899	78.79	150	11,818
Risk Assessment Reports	Hours	49.03	552	27,065	50.50	1,380	69,691	52.02	1,932	100,495	53.58	136	7,286	55.18	450	24,833
Supply Failure Investigations	Hours	49.03	368	18,043	50.50	920	46,461	52.02	1,288	66,997	53.58	1,472	78,864	55.18	2,000	110,367
Sample Requests	Number	70.00	60	4,200	72.10	60	4,326	74.26	60	4,456	76.49	60	4,589	78.79	60	4,727
Improvement Grant Work	Hours	49.03	368	18,043	50.50	920	46,461	52.02	1,288	66,997	53.58	1,472	78,864	55.18	2,000	110,367
				89,891			224,979			322,638			243,801			340,898

STAFFING COST ASSUMPTIONS		2018/19			2019/20			2020/21			2021/22			2022/23		
Position	Grade	FTE	Full Cost per FTE	Total Cost	FTE	Full Cost per FTE	Total Cost	FTE	Full Cost per FTE	Total Cost	FTE	Full Cost per FTE	Total Cost	FTE	Full Cost per FTE	Total Cost
Protective Services Manager	12	0.1	69,580	6,958	0.1	70,624	7,062	0.1	71,683	7,168	0.1	72,759	7,276	0.1	73,850	7,385
Principle Regulatory Services Officer	10	0.3	53,028	15,908	0.3	53,823	16,147	0.3	54,630	16,389	0.3	55,450	16,635	0.3	56,282	16,884
Environmental Health Officer	9	1.0	46,241	46,241	1.0	46,935	46,935	1.0	47,639	47,639	1.0	48,354	48,354	1.0	49,079	49,079
Technical Officer	8	1.0	38,497	38,497	2.0	39,074	78,149	2.0	39,660	79,321	2.0	40,255	80,511	2.0	40,859	81,718
Technical Assistants	7	2.0	33,619	67,238	4.0	34,123	136,492	6.0	34,635	207,810	6.0	35,154	210,927	6.0	35,682	214,091
Information Support Officer	6	0.5	28,979	14,490	1.0	29,414	29,414	1.0	29,855	29,855	1.0	30,303	30,303	1.0	30,758	30,758
Additional Staffing Costs				48,109			170,857			242,690			246,328			250,027
Total Staffing Cost		4.9		189,332	8.4		314,199	10.4		388,182	10.4		394,005	10.4		399,915

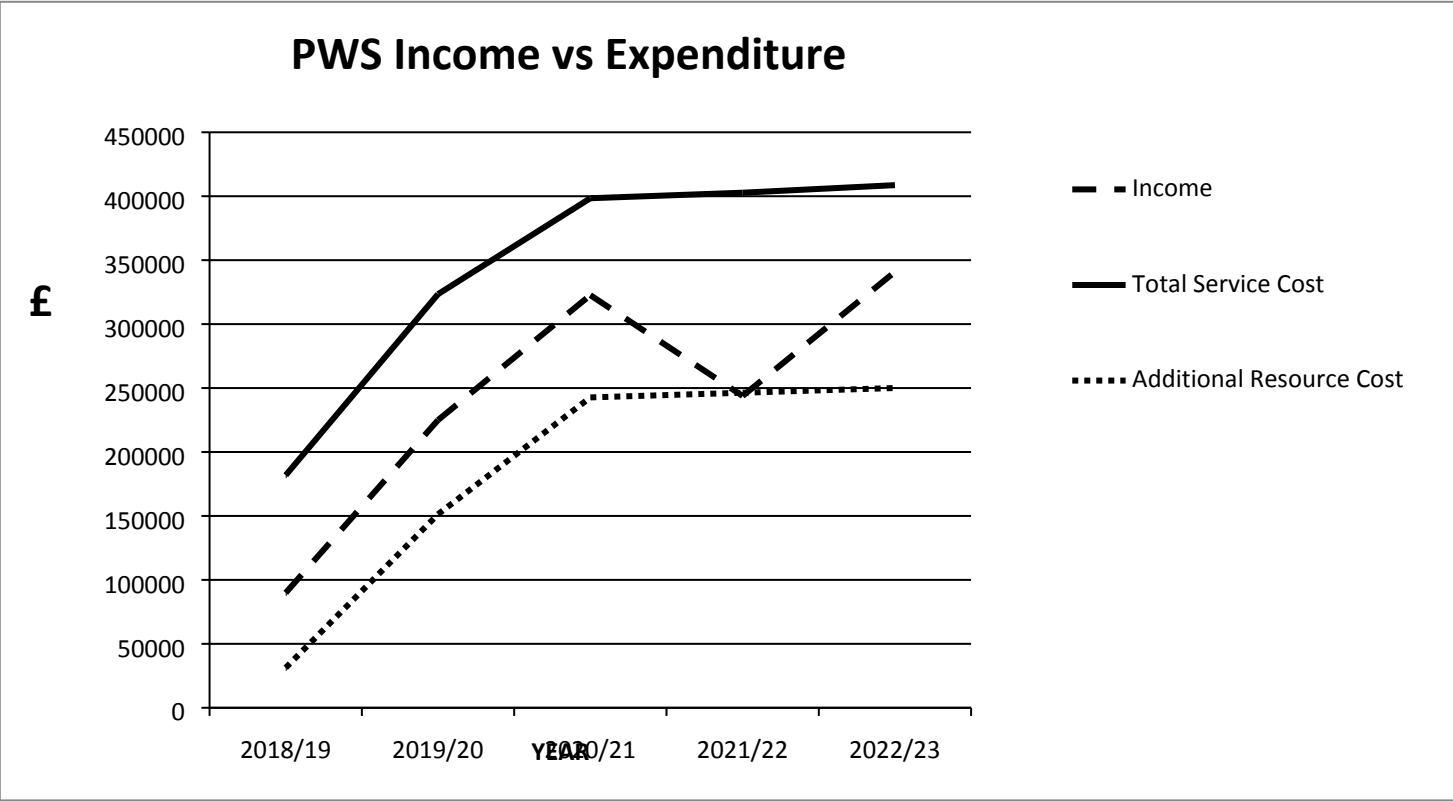
Wages & Salaries Inflation 1.5% 1.5% 1.5% 1.5% 1.5%

STAFFING WORKLOAD ASSUMPTIONS		2018/19			2019/20			2020/21			2021/22			2022/23		
Monitoring Visits	Visits	184			460			644			736			1,000		
Risk Assessments	Visits	138			345			483			234			150		
Risk Assessment Reports	Hours	552			1,380			1,932			136			450		
Supply Failure Investigations	Hours	368			920			1,288			1,472			2,000		
Sample Requests	Number	60			60			60			60			60		
Improvement Grants	Hours	368			920			0			1,472			2,000		

Other Costs																
Office Accommodation (1)		3,000			3,750			4,500			4,500			4,500		
Transport (2)		0			0			0			0			0		
Workwear (3)		1,000			1,750			2,250			2,250			2,250		
Third Party Costs		0			0			0			0			0		
Lab & Courier		0			0			0			0			0		
Training		3,000			3,750			3,500			2,000			2,000		
Sub-Total Other Costs		7,000			9,250			10,250			8,750			8,750		

TOTAL INCOME		89,891			224,979			322,638			243,801			340,898		
ADDITIONAL COSTS		48,109			170,857			242,690			246,328			250,027		
TOTAL COSTS		196,332			323,449			398,432			402,755			408,665		

- Based on 10 FTE with 40% Agile Working, 6 m2 per position and £75 per m2 per annum, NDR £50 per
- (1) m2
 - (2) Assumes Pool Cars are used for all travel. No charge to the service.
 - (3) Assumes £250 per employee per annum
 - (4) Assumes £1,000 per employee initial training and £250 per annum for refresher training thereafter
 - (5) Charges assumed to be inflated by 3% per annum



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COMMUNITY GRANT SCHEME – GENERIC BUDGET 2018/19

Report by Service Director of Customer & Communities EXECUTIVE COMMITTEE

5th June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report recommends three applications for funding from the Community Grant Scheme (CGS) generic budget.**
- 1.2 The Learning Space SCIO is a Scottish Charitable Incorporated Organisation based in Gavinton but which offers its services Borders-wide. The request is for a contribution towards phased refurbishment of The Old Bakehouse in Gavinton to provide additional recreational space to support more children/young people with complex learning needs. It is requesting a grant of £5,000 towards an overall £5,505 project.
- 1.3 First Light Trust is a Company Limited by Guarantee based in England but which is also a Scottish Registered Charity and extending its activities into Scotland. The request is to contribute towards the creation of a cafe/shop and workshop facility at 1 & 3 High Street, Hawick to provide a drop-in/meeting place for ex-army veterans and local community to aid better integration. It is requesting a grant of £5,000 towards an overall £5,350 project.
- 1.4 Scottish Borders Community Development Company (The Bridge) is the Council for Voluntary Service for the areas covering Central Borders, Roxburgh and Tweeddale. It provides low cost community transport services badged locally as Gala Wheels, Teviot Wheels and Tweed Wheels. The request is for a contribution towards the purchase of an additional 11 seater passenger vehicle for Gala Wheels to meet the growing demands of the service. It is requesting a grant of £5,000 towards the overall £36,343 project cost.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee approves:-**
 - (a) **a grant of £5,000 to The Learning Space SCIO.**
 - (b) **a grant of £5,000 to The Bridge**
- 2.2 I recommend that the Executive Committee approves the following subject to being satisfied with the additional information being provided at 4.2 (e):**
 - (a) **A grant of £5,000 to Firstlight Trust**

3 BACKGROUND

- 3.1 The CGS can provide either projects grants for new or developing work or support grants for groups facing temporary financial difficulty. Full details of the scheme can be found on our website at https://www.scotborders.gov.uk/info/20076/community_grants_and_funding/261/community_grant_scheme
- 3.2 The CGS generic budget can provide grants to groups who are constituted as working Borders-wide. It can also provide grants to groups who are non-Borders based but who deliver projects which provide direct benefits to identified groups in the Borders.

4 APPLICATIONS FOR APPROVAL

4.1	APPLICANT:	The Learning Space SCIO
	PROJECT:	Refurb of Old Bakehouse, Gavinton
	REF NO:	101001442525
	TOTAL PROJECT COST:	£5,505
	GRANT REQUEST:	£5,000
	GRANT RECOMMENDATION:	£5,000

- (a) The Learning Space SCIO is a Scottish Charitable Incorporated Organisation. Its purpose is to help the advancement of education for children and young people with barriers to learning. It develops bespoke educational activities and experiences to enable children and young people to develop, move forward and succeed in learning. Those it assists have complex learning needs such as autism, ADHD and dyslexia.
- (b) This grant request is to contribute towards the upgrade of electrical wiring, improved lighting and better toilet accessibility at the 'Old Bakehouse', Gavinton.
- (c) The 'Old Bakehouse' is next door to the group's current premises and it has obtained a 5 year lease over the building, with the option of further 5 year extensions, to enable it to widen its range of activities and support more children and families. The building has been undergoing phased improvements with the assistance of grant funding and in-kind volunteer time and materials. This phase will upgrade the electrics, install new power sockets, modernise the existing toilet facility (including disabled), improve current lighting and install colour changing lighting to assist those with sensory impairments. Doors will also be widened to assist those with mobility issues. The organisation currently assists 20 children and their families in the Berwickshire and Cheviot areas and has a waiting list. Additional activity space will allow it to accommodate more children/young people with learning needs. The building will also be available for wider community use to generate further income to aid future sustainability. The organisation has obtained wide community support for this project with many volunteers coming forward to donate time and materials. SBC Planning has confirmed no Consent is required for the internal works being undertaken.

- (d) Funding from Blackridge Community Fund, Borders Children's Charity, local Co-operative Fund and BAVS Assist have funded other improvements to the building. The electrical contractor has offered a reduced fee for his services and the organisation is contributing £505 towards the cost of the project.
- (e) It is recommended to award £5,000.

4.2 **APPLICANT:** **Firstlight Trust**

PROJECT: **Creation of Scottish Hub, to be based in Hawick**

REF NO: **101001533584**

TOTAL PROJECT COST: **£6,326**

GRANT REQUEST: **£5,000**

GRANT RECOMMENDATION: **£5,000**

- (a) First Light Trust is a Company Limited by Guarantee based in England but which is also a Scottish Registered Charity. It undertakes activities to relieve, promote and protect the health of army veterans, rehabilitating them through advice and recreational activities to improve their condition of life. The Trust has been developing links with local organisations and other veteran support services in the Borders area to complement support already offered. It is also liaising with local businesses to establish suitable work placements as part of rehabilitation into gainful employment.
- (b) This grant request is to purchase commercial kitchen equipment as a Phase 2 development to enable the opening of the café. The café will act as a drop-in/social facility for ex-army veterans to better integrate them within their local community. Phase 1 to undertake internal refurbishment works is already underway.
- (c) The café in Hawick will form part of the first Scottish 'hub' for ex-army veterans, incorporating a charity shop to sell upcycled/second-hand items and army surplus plus workshop premises where educational, skills and recreational activities will be undertaken. Successful hubs are already operating in Scarborough, Redcar, Gosport, Lancaster and Hartlepool. The hub will be open to the Borders wide community as well as ex-army veterans. The café will be managed by 2 trained members of staff who will be able to identify those requiring counselling, housing, benefit assistance and direct to the correct source of support. Both the café and charity shop will be assisted by volunteers to act as a stepping stone to employment developing retail skills in Barista, hospitality etc. The café and charity shop will bring in income to sustain the running of the hub. Workshops will offer educational activities such as numeracy and literacy, computer skills and recreational activities such as gardening, cake baking for the café, mechanics etc. These activities will also be open to the wider community. Kitting out of the charity shop and workshop will be undertaken when further funding has been sourced. Full Planning Permission has been obtained Ref: 17/01489/FUL.
- (d) The Trust has already accrued external funding for the Phase 1

(e) Whilst the application from FirstLight Trust meets the criteria of the Community Grant Scheme, in considering approval of this application elected members may wish to consider the following

- that the Localities Bid Fund will shortly be awarding £6,500 to Hawick Men's Sheds to provide kitchen facilities within their premises at Lothian Street in Hawick.
- The Community Grant Scheme also awarded £5,000 to Hawick Community Café in 2014 to provide a community hub and café incorporating a charity shop in Hawick High Street.
- It is not clear at this stage how this hub model will fit into the existing Borders Veterans strategies and if they support the proposal of a Scottish hub based in Hawick.

- (a) The Bridge is a Borders based charitable company limited by guarantee. It is the Council for Voluntary Service for the Central Borders, Roxburgh and Tweeddale areas. It is also the lead contact for the Third Sector Interface (TSI). It supports the development of third sector organisations, builds community capacity and represents the interests of the third sector at community planning partnership level. It provides direct services to meet identified local needs such as 2 thrift shops and a low cost fully accessible community transport service.
- (b) This grant request is to contribute towards the cost of an additional 11 seater passenger transport vehicle to be based at Gala Wheels.
- (c) Gala Wheels provides a low cost transport service for older, frail or disabled people in the Central Borders area. It provides them with access to hospital, health and social care appointments. It also reduces their social isolation by enabling them to take part in activities which allows them to interact with others such as lunch clubs, shopping trips, fitness clubs etc. The service also provides transport for other charitable organisations such as Chest, Heart & Stroke, MS Society, Momentum, Ataxia UK and Artbeat. Gala Wheels now has a waiting list of people wishing to use the service. Between January 2016-May 2017 it undertook 5693 trips, averaging 10 per day and is unable to meet the growing demands of the service with its current two 7 seater vehicles. The new vehicle will be multi-functional in that seating can be added or removed to accommodate wheelchairs as necessary. It is estimated the new vehicle will enable a further 520 people to be accommodated. The

organisation has already been awarded £7,500 from Robertson Trust, £10,000 from Hayward Sanderson Trust and £10,000 from Awards for All. The organisation is contributing £3,843 of its own funds and the request from CGS will make up the shortfall in the funding package.

- (d) It is recommended to award £5,000.

5 BUDGET INFORMATION

Base Budget : £10,000

c/f from 2017/18: £ 11,176

Total Budget: £22,176

No awards have been made in 2018/19.

6 IMPLICATIONS

6.1 Financial

There is sufficient funding in the CGS generic budget to cover the recommendations contained in this report. Approval of these grants will leave a balance of £7,176 for 2018/19.

6.2 Risks and Mitigations

There are believed to be no apparent risks to the Council associated with the recommendations in this report.

SBC provides annual contribution of £26,160 towards the normal running costs of Gala, Teviot & Tweed Wheels and a further £18,300 specifically for transport of Social Work referrals and volunteer car use. All other running costs are met from income generated by bookings and it is anticipated that income from increasing demand to use the service will meet the running costs of an additional vehicle.

6.3 Equalities

- (a) All applications are assessed in terms of how organisations address equalities. All organisations have their own Equality Opportunities Policies and it is believed that there is no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals in this report.
- (b) All applications address the needs of disadvantaged groups of people in the local community.

6.4 Acting Sustainably

- (a) There is believed to be a positive environmental and social impact to the request from The Learning Space SCIO. The grant will assist with sympathetic refurbishment of an old bakehouse to utilise a derelict building into a multi-functional community resource to benefit all. It will improve the built environment and provide assistance for families of children with learning difficulties allowing them to come together to forge friendships and mutual understanding.
- (b) There is believed to be a positive economic and social impact to the request from Firstlight Trust. The grant will assist with the creation of a facility for ex-Army personnel and the local community to provide better community integration and forge new friendships.

Further phased improvements to form a shop and workshop space will provide educational and recreational activities to benefit all and fully utilise an empty shop premises on Hawick High Street.

- (c) There is believed to be a positive social and economic impact to the request from The Bridge. Gala Wheels offers a low cost community transport service which addresses disadvantage in rural communities. It assists in reducing social isolation across roughly 75% of the Borders area to those on low incomes or who have mobility issues and are unable to access public transport.

6.5 Carbon Management

- (a) There are believed to be no carbon management issues with either of the requests from The Learning Space SCIO and Firstlight Trust.
- (b) Although the subject of the request from The Bridge is to purchase an additional vehicle, the vehicle will be a new Peugeot Boxer ELWB 440 L4H2 which is economical and meets Euro 6 emissions regulations. Purchase of a large 11 seater vehicle may also reduce the need for multiple journeys by smaller vehicles.

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

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

7 CONSULTATION

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

Approved by

Jenni Craig
Service Director of Customer & Communities

Signature

Author(s)

Name	Designation and Contact Number
Claire Penny	Funding Officer 01835 824000 Ext 5644

Background Papers: None

Previous Minute Reference: None

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Contact us at Scottish Borders council, Council Headquarters, Newtown St Boswells TD6 0SA. Tel: 01835-824000 Ext. 5644, Email: communitygrants@scotborders.gov.uk



COMMUNITY GRANT SCHEME – GENERIC BUDGET 2018/19

Report by Service Director of Customer & Communities EXECUTIVE COMMITTEE

19th June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report recommends an application for funding from the Community Grant Scheme (CGS) Generic Budget.**
- 1.2 The purpose of the application from Borders Youth Theatre is to contribute towards the cost of running a two week performance project for young Borderers aged 8-25. This includes 12 days of devising and rehearsing at Langlee Community Centre and 3 days of performances at Traquair House, Paxton House and The Haining. The performance piece will be - A Tale of Beatrix Potter and will include up to 40 performers.
- 1.3 Borders Youth Theatre operates Borders wide and runs weekly workshops across 5 towns which see over 150 participants from the ages of 8-25 years. The organisation has been successful in generating some income from box office ticket sales and the regular fundraising which helps towards their sustainability. A grant of £3,220 will assist with the cost of this stand alone, performance project.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee approves a grant of £3,220 to Borders Youth Theatre.**

3 BACKGROUND

- 3.1 The Community Grant Scheme (CGS) can provide either projects grants for new or developing work or support grants for groups facing temporary financial difficulty. Full details of the scheme can be found on our website at https://www.scotborders.gov.uk/info/20076/community_grants_and_funding/261/community_grant_scheme
- 3.2 The CGS generic budget can provide grants to groups who are constituted as working Borders-wide. It can also provide grants to groups who are non-Borders based but who deliver projects which provide direct benefits to identified groups in the Borders.

4 APPLICATION FOR APPROVAL

4.1	APPLICANT:	Borders Youth Theatre
	PROJECT:	The Tales of Beatrix Potter
	REF NO:	101001552672
	TOTAL PROJECT COST:	£10,050
	GRANT REQUEST:	£3,220
	GRANT RECOMMENDATION:	£3,220

- (a) Over their 29 year history, Borders Youth Theatre have delivered and evaluated many successful projects which has enabled them to build a body of evidence which supports the value of their charity. Borders Youth Theatre is volunteer led so many 'unpaid hours' and lots of fundraising goes into the organisation to help it sustain itself. They also facilitate intensive holiday projects in which young people design and deliver live theatre for the community, over the past 12 months they have reached audiences of over 500 people. Many of the group's participants have assisted needs, are rurally isolated, not in formal education or 'coping with' mental health issues. The group demonstrate partnership working by engaging with Live Borders, Creative Learning, VOMO, NHS Borders, Police Scotland and Youth Borders.
- (b) This Grant request is to contribute towards the cost of running a two week performance project which will also fund 7 full bursary places plus an additional 10 places at a 50% discount for young people from low income families. The project will improve access for 16 young people who live in places that are rurally isolated by providing a free minibus to rehearsals and performances. This project will provide many young people a new opportunity to work on stage design, lighting and sound and costumes for the live performance.
- (c) After discussion and consultation with Live Borders, Creative Learning, Youth Borders and Langlee Community Centre and continual conversation with their Youth Membership, this project was identified to provide experiences tailored to their needs during the holiday period. Many of the young people will come from rural parts of the Borders but it will also give some of the young people from Langlee, which is a high SIMD area, a chance to engage in an enriching drama experience.

- (d) The group have secured match funding from Live Borders (£1k) and The Gannochy Trust (£1k) and will provide £4,830 themselves towards the project in cash and in kind contribution to cover: staffing and project coordination costs, marketing & admin, trainee expenses and contingency for assisted needs.
- (e) It is recommended to award £3,220.

5 BUDGET INFORMATION

Base Budget : £10,000

c/f from 2017/18: £11,176

Total Budget: £21,176

Awards made to date:

The Learning Space SCIO £5,000

The Bridge £5,000

Available budget 19.06.18: **£11,176**

6 IMPLICATIONS

6.1 Financial

There is sufficient funding in the CGS Generic Budget to cover the recommendation contained in this report. Approval of this grant will leave a balance of £7,956 for 2018/19.

6.2 Risks and Mitigations

There are always risks when awarding sums of money to any external organisations. However mitigations would include the various checks and controls we put in place plus the knowledge we have of the organisations and the people involved in the grant applications.

6.3 Equalities

- (a) This application has been assessed in terms of how the organisation addresses equalities. All organisations have their own Equality Opportunities Policies and it is believed that there is no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals in this report.
- (b) This application addresses the needs of disadvantaged groups of young people in the Borders community.

6.4 Acting Sustainably

There is believed to be a positive social impact to the request from Borders Youth Theatre. The grant will assist in reducing both social and reduce rural isolation for participants from low income families and for those who are unable to access public transport.

6.5 Carbon Management

There are believed to be no carbon management issues with the request from Borders Youth Theatre.

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

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

7 CONSULTATION

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

Approved by

Jenni Craig

Service Director of Customer & Communities

Signature

Author(s)

Name	Designation and Contact Number
Claire Penny	Funding Officer 01835 824000 Ext 5644

Background Papers: None

Previous Minute Reference: None

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