

Public Document Pack

SCOTTISH BORDERS COUNCIL

MINUTES of Meeting of the SCOTTISH COUNCIL held in Council Chamber, Council Headquarters, Newtown St. Boswells on Tuesday, 20 February, 2018 at 10.00 am

Present:- Councillors D. Parker (Convener), S. Aitchison, A. Anderson, H. Anderson, J. Brown, S. Bell, K. Chapman, K. Drum, G. Edgar, J. A. Fullarton, J. Greenwell, C. Hamilton, S. Hamilton, S. Haslam, E. Jardine, H. Laing, S. Marshall, W. McAteer, T. Miers, D. Moffat, S. Mountford, D. Paterson, C. Ramage, N. Richards, E. Robson, M. Rowley, H. Scott, S. Scott, E. Small, R. Tatler, E. Thornton-Nicol, G. Turnbull, T. Weatherston

In Attendance:- Chief Executive, Executive Director (P Barr), Executive Director (R Dickson), Service Director Assets & Infrastructure, Service Director Customer and Communities, Service Director Regulatory Services, Chief Financial Officer, Chief Social Work Officer, Clerk to the Council

1. **SCOTTISH BORDER COUNCIL'S CORPORATE PLAN 2018-2023**

There had been circulated copies of a report by the Chief Executive seeking approval for a new Corporate Plan for Scottish Borders Council for the period 2018- 2023 and a campaign to promote the new approach proposed within the Plan. The report explained that the Council had approved its last Corporate Plan in April 2013, with eight priorities to address for the Scottish Borders over a five year period. Recent years had seen significant progress across these eight priorities, as well as internal and external changes, and combined with the ongoing tightening of public sector finances a review of the Corporate Plan and priorities was now necessary and timely. A new Corporate Plan, which was appended to the report, proposed a strategic direction for the Council for the five year period 2018 to 2023 and built on the priorities in the previous Plan, as well as the Council Administration's vision within "Connected Borders", current opportunities and challenges now being faced by the Scottish Borders. The Plan focused on what SBC will do, under four themes, namely "Our services for you", "Independent achieving people", "A thriving economy with opportunities for everyone" and "Empowered, vibrant communities". To ensure that the Council was able to respond effectively to ongoing budget pressures in line with what was being proposed within the 5 year Financial Plan, a change in approach was proposed within the Corporate Plan. Not only did it state the work that the Council was committing to do for the next 5 years but it suggested where individuals, families, businesses, partners and communities could "play their part" to improve outcomes for the Scottish Borders. A campaign to promote this approach had been designed to sit alongside the Plan and would include the involvement of Community Planning partners. When the last Corporate Plan was approved, a Performance Management Framework (PMF) was also developed to ensure that the Council, its partners and the public, could monitor progress on a regular basis. Given changes to the internal and external context, and the proposed new plan and approach, this PMF also required to be amended.

DECISION

AGREED to:-

- (a) **approve the new Corporate Plan 2018-2023 as contained in Appendix 1 to the report;**
- (b) **approve the new approach and the "#yourpart" campaign to support the approach, involving community planning partners; and**

- (c) **note that a revised Performance Management Framework would be brought back to Council in August 2018 for approval.**

2. **CORPORATE TRANSFORMATION PROGRAMME PROGRESS REPORT**

With reference to paragraph 3 of the Minute of 9 February 2017, there had been circulated copies of a report by the Executive Director, Mr R. Dickson, providing an update on progress delivering the Council's Corporate Transformation Programme over the past year and setting out proposed changes to ensure that the programme remained best placed to respond to the challenges facing the Council, and was aligned to the plans and priorities of the new Administration. The report explained that the Corporate Transformation Programme had been designed to help achieve 8 Corporate Priorities and deliver significant savings as set out in the 5-year Financial Plan. The Programme and previous Business Transformation projects had delivered substantial change and was on target to deliver £35.5m in savings since 2013/14. The Programme currently comprised 14 sub-programmes and projects including digital and workforce transformation, Children and Young people, Information management, Alternative Service Delivery models, the Integration of Health and Social Care and realising the benefits of investment in the Borders railway. Regular progress updates had been provided on a quarterly basis to the Council's Executive Committee and progress against each of the 14 projects over the last year was detailed in the report. Looking to the future, the Council would continue to face major challenges and opportunities. The Scottish Borders' mainly rural geography and increased demand for services from an ageing population posed specific challenges to service delivery and redesign and would mean that a further £32.5m of savings would need to be achieved over the next 5 years to balance the Financial Plan. The programme, in its current form, was well established but a number of factors made this an appropriate time to take stock and reshape the way it was configured. The report proposed a revised programme structure with 5 re-focussed and simplified strands as follows:

- Digital Transformation
- Workforce Transformation
- Children & Young People
- Corporate Landlord (incorporating Property & Assets and Energy Efficiency)
- Health & Social Care (incorporating Adult Services)

Members welcomed the reduction from 14 to 5 strands and noted the importance of workforce transformation. In response to a question regarding the Waste Management Strategy, Mr Dickson advised that he would provide a note to Members of progress.

**DECISION
AGREED:-**

- (a) **to note progress in delivering the programme;**
- (b) **the role of the programme in delivering the corporate plan and the Council's 5-year financial plan;**
- (c) **the planned activity for the programme in the year ahead; and**
- (d) **that the Executive Committee continue to receive quarterly monitoring reports in respect of Programme delivery alongside Performance Management and Budget Monitoring.**

3. **BUDGET COMMUNICATION STRATEGY 2018/19**

There had been circulated copies of a report by the Chief Financial Officer on the steps taken to engage with stakeholders as part of a consultation exercise on the budget. The report detailed the budget Communication Strategy used and provided feedback gathered from the Dialogue Community Engagement tool and the social media Question & Answer session with the Council Leader and the Executive Member for Finance. As part of the agreed budget consultation exercise on the Council's updated Financial Plan, the

Dialogue Community Engagement tool was made available from 16 November 2017 to members of the public on the Council website. This interactive tool allowed residents and other stakeholders to provide ideas and suggestions on how the Council could do things differently to save money in a challenging economic climate as well as allowing them to comment on other ideas already logged. This approach was being developed within the Council's new Corporate Plan (Our plan – and your part in it). As at 31 January 2018, the Dialogue Community Engagement tool was contributed to by stakeholders across 27 differently themed discussion threads. In total, 74 suggestions and follow up comments were made. This feedback had been considered as part of the 2018-2023 Financial Planning process. The Council also undertook a Live Question and Answer (Q&A) session on the Council's Facebook page and Twitter feed with the general public. This was a session with the Council Leader and the Council's Executive Member for Finance. A summary of the public feedback from the Dialogue tool was detailed in Appendix 1 to the report and a summary of the social media discussions was included in Appendix 2. Members welcomed the public engagement.

DECISION

NOTED:-

- (a) the budget Communication Strategy used;**
- (b) the feedback from the Dialogue Community Engagement tool and the Q&A Sessions and how the Council has used this feedback to inform the Financial Planning process, as detailed in Appendices 1 and 2 to the report; and**
- (c) that the actual responses from the Dialogue tool with all comments would be available on the Council's website and a hard copy available in the Member's Library.**

4. REVENUE AND CAPITAL RESOURCES AND COUNCIL TAX 2018/19

There had been circulated copies of a report by the Chief Financial Officer on the estimated revenue and capital resources available for financial year 2018/19 following publication of the local government finance settlement on the 14 December 2017 and subsequent funding notifications from Scottish Government for 2018/19 on 23 and 31 January 2018. The report recommended the financial strategy to be followed by the Council next year, identified the financial constraints and major risks to be addressed and also outlined the process supporting the construction of the draft revenue and capital Financial Plans for 2018/19 as well as draft plans for future years. The Corporate Management Team had worked with political groups to support Members in setting a corporate revenue and capital budget, meeting identified pressures facing the Council. These pressures had arisen from a variety of factors, the principle pressures identified were due to the anticipated continuing constraints on external revenue and capital funding from central government, the increasing pressures from demographics, particularly the increasing numbers of very elderly people requiring care services, as well as inflation and employment costs. The budget process had been conducted to ensure that the financial plans of the Council were aligned with its business and people planning objectives and the level of resources available. Total resources of £272.665m were available to Elected Members assuming the Council accepted the 2018/19 settlement offer from Scottish Government and approved a 3% increase in the council tax rate. The benefits, in terms of financial stability and effective change management, derived from adopting a longer term corporate approach to the revenue and capital planning process, were widely accepted. Financial year 2018/19 provided the opportunity to prepare a new 5 year financial plan for the Council. The estimated resources available over the following four financial years were also shown and would continue to be updated annually as the detail of the financial settlement from Scottish Government became known. The Council's 2016/17 statutory report from Audit Scotland highlighted the good practise previously adopted by the Council with regard to medium term 5 year financial planning and recommended that this approach be extended to encompass scenario planning over a longer period. In

considering the likely levels of resource availability in future years the Council had therefore modelled a range of scenarios with regard to Scottish Government grant, Council Tax increases and estimated future inflation. This analysis was included at Appendix 2 to the report and it was envisaged that this approach to scenario planning would increasingly feature as part of the Council's financial planning process. The report also sought approval of the financial strategy for the Council covering the period 2018/19 – 2022/23. The strategy provided the overall framework for the financial management of the Council and covered the revenue budget, capital investment plan, the Council's treasury management arrangements and the recommended policy on reserves. The financial plan was highly dependent on the delivery of savings and a risk based approach had once again been used to set the level of recommended balances. These were held both as contingency against unforeseen circumstances, to facilitate the delivery of savings and to smooth the financial plan in the event of non-realisation of the savings envisaged.

DECISION

AGREED to:-

- (a) note the estimated revenue resources for 2018/19 to 2022/23;**
- (b) note the estimated capital resources for 2018/19 to 2027/28 and the requirement to adhere to the prudential code for capital borrowing;**
- (c) note the requirement to set a band D council tax for 2018/19;**
- (d) approve the financial strategy set out in the report having considered the risk register contained in Appendix 1 to the report; and**
- (e) proceed to consider the Administration's proposed Financial Plan for 2018/19, and approves the council taxes to be paid for 2018/19 in respect of all chargeable dwellings to fund these plans as part of the budget motion.**

5. TREASURY MANAGEMENT STRATEGY 2018/19

There had been circulated copies of a report by the Chief Financial Officer seeking approval of the Treasury Management Strategy for 2018/19. The Treasury Management Strategy was the framework which ensured that the Council operated within prudent, affordable financial limits in compliance with the CIPFA Code. The Strategy for 2018/19 was appended to the report and reflected the impact of the Administration's Financial Plans for 2018/19 onwards on the prudential and treasury indicators for the Council. There were two significant changes to the Strategy since the previous year. These included an increase in the Capital Financing Requirement (CFR) for 2018/19 due to the inclusion of the new Kelso High School in the Councils Fixed Assets in 2017/18. Also impacting on the CFR movement was the anticipated capital borrowing requirements associated with the re-phasing of projects from 2017/18 into 2018/19 and future years as well as movements in the scheduled debt amortisation projections for the year. There was also an increase in the Authorised Limit in 2018/19 associated with debt following the completion of Kelso High School and the resulting Long Term liability and the increase in external borrowing resulting from the capital plan.

DECISION

AGREED to:-

- (a) approve the Treasury Management Strategy 2018/19 as set out in Appendix 1 to the report;**
- (b) note that the draft Treasury Management Strategy had been considered by the Audit & Scrutiny Committee on 15 January 2018;**

- (c) **review capital expenditure plans going forward to ensure they remained realistic, affordable and sustainable; and**
- (d) **ensure that the revenue consequences of all capital projects be fully reviewed in all investment decisions.**

6. FINANCIAL PLAN EQUALITY IMPACT ASSESSMENTS

There had been circulated copies of a report by the Chief Financial Officer providing assurance that any potential equality impacts of the proposals brought forward within the Council's Financial Plan from 2018/19 had been identified and would be managed accordingly. The report explained that initial Equality Impact Assessments had been undertaken in respect of the 63 key component revenue Financial Plan savings proposals and 26 Capital Plan proposals. Of these total proposals, 75 (54 revenue and 21 capital) had been held to have some relevance to the Council's duties under the Equality Act 2010. They potentially could impact in a positive or negative way on one or more equality groups and any potential negative impact would require ongoing management through their implementation stage, in terms of mitigating and alleviating these impacts. Any positive impacts identified at this stage should be maximised during the planning and implementation stage of the proposals.

DECISION

AGREED:-

- (a) **to note the summary outcomes of the 89 Initial Equality Impact assessments undertaken in respect of the 2018/19 Financial Plan proposals;**
- (b) **to undertake further and ongoing Equality Impact work in respect of the 45 proposals where it had been identified that they had a relevance to the Council's duty under the Equality Act 2010, with specific reference to the equality groups on whom there may be possible negative impact;**
- (c) **that where there was an identified relevance to the Council's statutory duty and there was a possible positive impact on one or more equality characteristic group, actions to maximise this impact were identified and implemented as part of the project planning and delivery of each proposal or project; and**
- (d) **that where there was an identified relevance to the Council's statutory duty and where there was a possible negative impact on one or more equality characteristic group, actions to mitigate and alleviate this impact were identified and implemented as part of the project planning and delivery of each proposal or project.**

7. DRAFT 5 YEAR REVENUE AND 10 YEAR CAPITAL FINANCIAL PLANS

7.1 There had been detailed on the agenda Motions by both the Administration and the Opposition Groups and supporting papers had been circulated relating to each. The Convener advised Members how the debate would be managed in that each Motion would be presented by the Mover. The Mover and Secunder would then speak to their Motions and this would be followed by the debate. At the conclusion of the debate the vote would be taken.

7.2 Councillor Haslam, seconded by Councillor Turnbull, moved:-

- 1. The Conservative Independent Administration recommend approval of the 5 year revenue budget and the 10 year capital plan set out in document 10(a)(i) and in doing so ask Council to note:

- The Administration's budget plans include a five year revenue plan of £1.3bn and a ten year capital plan of £294m.
- The budget builds on opportunities and improves the lives of Borderers, whatever their age. It focuses on delivering quality services, opportunities for all in a thriving economy, empowering communities and enabling people to live independently and achieve their goals.
- This Administration are committed to investing in services to help the most vulnerable in society, both young and old, deliver improvements to our roads, build new schools and support businesses by stimulating the local economy and improving our town centres.
- This budget also protects teacher numbers and frontline Council services, whilst also recognising that we must modernise service delivery and make efficiencies.
- The Administration's budget specifically proposes:
 - £2.1m over three years for new and improved outdoor community spaces
 - £0.282m for a community policing team to prevent low level criminal activity and deal with issues such as parking in our towns
 - £4.8m for a new specialist dementia residential facility
 - Over £22m investment in roads and bridges over three years, with £79m planned investment over the next 10 years
 - £89m to improve the school estate over 10 years
 - £8.3m contribution to the £41m Hawick Flood Protection Scheme
 - £1m to assist in delivering town centre regeneration including investment in Eyemouth and £150,000 match funding to progress a new Conservation Area Regeneration Scheme (CARS) in Hawick.

2. On behalf of the Conservative and Independent Administration it is proposed that:
- a) Scottish Borders Council approves a band D Council Tax of **£1,150.02** in 2018/19, a 3% increase on the 2017/18 charge, with revised charges applying from 1st April 2018 to 31st March 2019 for all council tax bands as shown below. This Council Tax being sufficient, net of government grant and other sources of income, to fund the financial plan of the Council

2018/19 Band	Proportion of Band D Tax	£
A	6/9	£766.68
B	7/9	£894.46
C	8/9	£1,022.24
D	9/9	£1,150.02
E	12/9	£1,510.99
F	15/9	£1,868.78
G	18/9	£2,252.11
H	22/9	£2,817.54

- b) Scottish Borders Council proceeds to approve the revenue and capital plans as set out in document 10(a)(i).
- c) Scottish Borders Council agrees the fees and charges applicable for financial year 2018/19 as set out in document 10(a)(ii).

Councillor Haslam and Councillor Turnbull spoke in support of the Motion. Councillor Turnbull, seconded by Councillor Edgar, further moved that the vote be taken by roll call and this was unanimously approved.

7.3 Councillor Bell, seconded by Councillor H. Anderson, moved:-

1. The Opposition Parties on Scottish Borders Council – the Scottish National Party and the Liberal Democrat Party - recommend approval of an alternative 5 year budget for the Scottish Borders including the following principals and proposals:
 - Scottish Borders Council upholds the key principle of fairness for all our citizens and communities;
 - Council initiates and finances a two year pilot of a Fairness Fund to address rural poverty and isolation;
 - Council initiates and finances a Cleaner Communities Initiative in conjunction with Police Scotland;
 - Council reschedules its Capital Plan as detailed in document 10(b)(i) to put more resource into school rebuilding and refurbishment;
 - Council approves the detail of expenditures and resourcing in the 5 year Revenue plan and in the 10 year Capital plan as set out in document 10(b)(i);
 - Council approves the schedule of fees and charges as set out in document 10(b)(ii);
 - Scottish Borders Council approves a band D Council Tax of **£1,150.02** in 2018/19, a 3% increase on the 2017/18 charge, with revised charges applying from 1st April 2018 to 31st March 2019 for all council tax bands as shown below. This Council Tax being sufficient, net of government grant and other sources of income, to fund the financial plan of the Opposition Parties.

2. On behalf of the Opposition Parties it is proposed that:
 - a) Scottish Borders Council approves a band D Council Tax of **£1,150.02** in 2018/19, a 3% increase in the 2017/18 charges with charges applying from 1st April 2018 to 31st March 2019 for all bands as shown below. This Council Tax being sufficient, net of government grant and other sources of income, to fund the financial plan as set out in document 10(b)(i).

2018/19 Band	Proportion of Band D Tax	£
A	6/9	£766.68
B	7/9	£894.46
C	8/9	£1,022.24
D	9/9	£1,150.02
E	12/9	£1,510.99
F	15/9	£1,868.78
G	18/9	£2,252.11
H	22/9	£2,817.54

The increase in Council Tax by 3% across all bands ensures that Scottish Borders Council can both continue to deliver core services and also increase investment in roads, schools, footpaths and communities, as well as providing value for money for the taxpayer.

For 85% of households in the Scottish Borders, this increase amounts to less than 86p per week. For 55% of households it is equivalent 50p per week or less. For 15% it represents an increase of between £1.05 and £1.58 per week.

Support through the Council Tax Reduction Scheme will continue to be available for those most in need and eligible. The Council will also continue to provide a welfare advice service to protect the most vulnerable through the introduction of Universal Credit later this year.

- b) Scottish Borders Council proceeds to approve the revenue and capital plans as set out in document 10(b)(i).
- c) Scottish Borders Council agrees the fees and charges applicable for financial year 2018/19 as set out in document 10(b)(ii).

Councillor Bell and Councillor Anderson spoke in support of the Motion.

7.4 Members debated both Motions and further expanded on the details of proposals contained within each. At the conclusion of the debate the roll call vote was taken as detailed below.

MEMBER

Councillor Paterson left the meeting during the discussion

7.5 Roll Call Vote

Motion by Councillor Haslam

Councillor Aitchison
Councillor Edgar
Councillor Fullarton
Councillor Greenwell
Councillor C. Hamilton
Councillor S. Hamilton
Councillor Haslam
Councillor Jardine
Councillor Marshall
Councillor McAteer
Councillor Miers
Councillor Mountford
Councillor Parker
Councillor Richards
Councillor Rowley
Councillor H. Scott
Councillor S. Scott
Councillor Small
Councillor Tatler
Councillor Turnbull
Councillor Weatherston

Motion by Councillor Bell

Councillor A. Anderson
Councillor H. Anderson
Councillor Bell
Councillor Brown
Councillor Chapman
Councillor Drum
Councillor Laing
Councillor Moffat
Councillor Ramage
Councillor Robson
Councillor Thornton-Nicol

There were 21 votes for Councillor Haslam's Motion and 11 votes for Councillor Bell's Motion. Councillor Haslam's Motion was therefore carried.

DECISION

DECIDED to approve the Motion as detailed in paragraph 7.2 above including the Administration's Budget as contained in the Appendix to this Minute.

The meeting concluded at 12.45 pm



Page 9

Scottish Borders Council Administration's Draft Financial Plans

20 February 2018



Minute Item 7

Draft Revenue & Capital Financial Plan
Revenue 2018/19 - 2022/23, Capital 2018/19-2027/28

Scottish Borders Council
 Draft Financial Plan 2018/19 to 2022/23
 Revenue Resources

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	167,539	164,759	160,755	157,838	154,965	805,856
Assumed SG grant reductions (2% 2019/20, 1.5% thereafter)		(4,004)	(2,917)	(2,873)	(2,830)	(12,624)
Ring fenced grants	2,966	2,966	1,125	1,125	1,125	9,307
Health & Social Care Partnership	7,188	7,188	7,188	7,188	7,188	35,940
Non-domestic Rates	32,790	32,790	32,790	32,790	32,790	163,950
	210,483	203,699	198,941	196,068	193,238	1,002,429
Repay Reserves	(677)	(677)	0	0	0	(1,354)
Earmarked Balance (including £0.767m SG funding)	2,782	0	0	0	0	2,782
Council Tax (Band D £1,150.02 - increase of 3% in 2018/19)	60,077	61,448	62,827	64,027	65,227	313,606
Total	272,665	264,470	261,768	260,095	258,465	1,317,463

Scottish Borders Council
Draft Financial Plan 2018/19 to 2027/28
Capital Resources

	3 yr operational £000's	7 year strategic £000's	Total £000's	Est External Funding £000's	Est. SBC Contribution £000's
Specific Grants from Scottish Government	27,639	10,426	38,065	38,065	0
Other External Grants & Contributions	7,909	0	7,909	7,909	0
Developer Contributions	1,540	700	2,240	2,240	0
Capital Receipts	4,360	0	4,360	0	4,360
General Capital Grant	43,824	98,000	141,824	0	141,824
Plant & Vehicle Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	364	3,338	3,702	3,702	0
Borrowing	38,538	37,323	75,861	1,200	74,661
Total	130,174	163,787	293,961	73,116	220,845

Detailed Capital funding can be found at the back of this budget pack

Scottish Borders Council
Draft Financial Plan 2018/19 to 2022/23
Summary of Revenue Budget Movement

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000
Base Budget (approved 9 February 2017)	267,647	272,665	264,470	261,768	260,095	1,326,645
Manpower adjustments	4,723	1,890	2,059	2,233	2,481	13,386
Non-pay and department specific inflation	951	656	978	781	792	4,158
Service Specific priorities & National policy changes	10,775	(5,226)	83	47	151	5,830
Total Pressures	16,449	(2,680)	3,120	3,061	3,424	23,374
<u>Savings Proposals</u>						
Corporate	(3,670)	(1,844)	(4,915)	(4,582)	(4,904)	(19,915)
Contracted Services (Live Borders/SBCares)	(1,240)	(658)	(88)	(87)	(85)	(2,158)
Assets & Infrastructure	(1,554)	(544)	(120)	(10)	(10)	(2,238)
Economic Development & Corporate Services	(1,398)	(496)	0	0	0	(1,894)
Health & Social Care	(208)	0	(10)	(10)	(10)	(238)
Children & Young People	(2,088)	(1,464)	(531)	(5)	(5)	(4,093)
Customer & Communities	(311)	(11)	25	0	0	(297)
Finance, IT & Procurement	(302)	(293)	(143)	0	0	(738)
Human Resources	(79)	0	0	0	0	(79)
Regulatory Services	(581)	(205)	(40)	(40)	(40)	(906)
Total Savings	(11,431)	(5,515)	(5,822)	(4,734)	(5,054)	(32,556)
	272,665	264,470	261,768	260,095	258,465	1,317,463
Funding	272,665	264,470	261,768	260,095	258,465	1,317,463

Scottish Borders Council
Draft Financial Plan 2018/19 to 2027/28
Summary of Capital Budget Movement

	3 yr operational £000's	7 year strategic £000's	Total £000's	Est External Funding £000's	Est. SBC Contribution £000's
Base Budget (approved 9 February 2017)	117,833	204,248	322,081	(103,546)	218,535
CFCR	(684)	0	(684)	684	0
Specific Grants from Scottish Government	12,278	(34,568)	(22,290)	22,290	0
Other External Grants & Contributions	1,736	(1,540)	196	(196)	0
Developer Contributions	(1,256)	(2,000)	(3,256)	3,256	0
Capital Receipts	(1,603)	(300)	(1,903)	0	(1,903)
General Capital Grant	(2,323)	0	(2,323)	0	(2,323)
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	0	473	473	(473)	0
Borrowing	4,193	(2,526)	1,667	4,869	6,536
Total Funding Adjustments	12,341	(40,461)	(28,120)	30,430	2,310
Funding	130,174	163,787	293,961	(73,116)	220,845
Investment Proposals					
Corporate	900	2,100	3,000	0	3,000
Contracted Services (Live Borders/SBCares)	10,920	6,127	17,047	(9,601)	7,446
Asset & Infrastructure	88,492	109,740	198,232	(61,215)	137,017
Economic Development & Corporate Services	5,305	4,019	9,324	(1,000)	8,324
Health & Social Care	5,508	707	6,215	0	6,215
Children & Young People	17,321	37,172	54,493	(1,300)	53,193
Customer & Communities	0	0	0	0	0
Finance, IT & Procurement	1,728	3,922	5,650	0	5,650
Human Resources	0	0	0	0	0
Regulatory Services	0	0	0	0	0
Total Investment	130,174	163,787	293,961	(73,116)	220,845

Detailed Capital Investment by year can be found at the back of this budget pack

Scottish Borders Council
 Draft Financial Plan 2018/19 - 2022/23
 Service Level Summary

	2018/19 £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	Total £'000	Capital Investment (10 years)
Corporate	(108)	261	(2,306)	(4,361)	(6,455)	(12,969)	3,000
Contracted Services (Live Borders/SBCares)	14,042	13,147	13,088	13,030	12,945	66,252	17,047
Assets & Infrastructure	29,826	27,027	27,091	27,266	27,441	138,651	198,232
Economic Development & Corporate Services	458	208	448	438	428	1,980	9,324
Health & Social Care	47,910	46,880	46,880	46,880	46,880	235,430	6,215
Children & Young People	117,023	114,669	114,047	114,361	114,680	574,780	54,493
Customer & Communities	18,635	18,798	18,827	18,831	18,925	94,016	0
Finance, IT & Procurement	34,557	33,373	33,332	33,329	33,340	167,931	5,650
Human Resources	2,634	2,634	2,634	2,634	2,634	13,170	0
Regulatory Services	7,688	7,473	7,727	7,687	7,647	38,222	0
Total	272,665	264,470	261,768	260,095	258,465	1,317,463	293,961

Corporate

Corporate budget movements which cross more than one service

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	Total £'000s	Est External Funding £'000s	Est. SBC Contribution £'000s	Detail
Emergency & Unplanned	900	2,100	3,000	0	3,000	Budget to deliver emergency works in year
Total Investment	900	2,100	3,000	0	3,000	

Corporate Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Pay Inflation	4,594	1,861	2,030	2,204	2,481	To provide for the assumed pay award for all employees. 2%/3% in 2018/19. This includes all SB Cares staff
Insurance	94	24	26	27	27	To provide for Insurance inflation across the council
Utilities	18	114	116	119	123	To provide for Utilities inflation across the council
Rates	(179)	103	104	105	107	To provide for Rates inflation across the council
One-off 2017/18 budget allocations	(1,600)	0	0	0	0	Removal of one off Scottish Government funding received in 2017/18
Water Rates Valuation	0	50	50	50	50	To allow for anticipated increases from water revaluation
Road Fuel (all services)	0	21	22	22	22	To allow for inflationary road fuel increases across the council
Council Tax Reduction scheme (CTRS)	635	40	0	0	0	Provided by Scottish Government to assist Councils with Tax reform changes
Total Pressures	3,562	2,213	2,348	2,527	2,810	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Organisational Efficiencies	(601)	0	0	0	0	Efficiencies driven through changes to staffing and optimising resources across different staffing models. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Changes to working practices	(548)	0	0	0	0	Efficiencies driven through changes to working practices including more efficient working patterns. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Digital Transformation	(1,175)	(975)	(500)	(500)	(500)	Efficiency driven through Digital Transformation within the Council. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Property & Assets	(284)	0	0	0	0	Review of SBC property and its use
Vehicle Tracking and Scheduling	(100)	0	0	0	0	Increased efficiency and productivity enabling more efficient/less costly travel. Technology dependent

Corporate

Corporate budget movements which cross more than one service

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Mobile phone contracts	(30)	0	0	0	0	A review of mobile phone usage to ensure best value and where and when they are required. Assume 20% reduction
Corporate Commissioning	(232)	(400)	(400)	(400)	(400)	Savings from a review of commissioned services to ensure consistent best practice across the council
Corporate Landlord	(100)	(215)	(250)	(251)	0	Savings resulting from implementing the corporate landlord model across the council
Shared Services	0	(100)	(100)	(100)	(100)	To target opportunistic shared service possibilities with partners and other councils
Council Tax Reduction Scheme	(100)	0	0	0	0	Reduced spend based on current levels per 17/18 monitoring
Service proposals to be developed	0	(154)	(3,665)	(3,331)	(3,904)	Proposals and change across the council to be developed, including transformation opportunities
Top slice external grants received	(500)	0	0	0	0	Administrative top-slice charge on all grants received where allowed under the grant conditions
Total Savings	(3,670)	(1,844)	(4,915)	(4,582)	(4,904)	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Net Pressures & Savings	(108)	261	(2,306)	(4,361)	(6,455)
Net position	(108)	261	(2,306)	(4,361)	(6,455)

Contracted Services: SB Cares; LIVE Borders (Sport, Heritage and Culture)

SB CARES: Provision of Social Care and Support Services including Residential Care, Care at Home, Day Services, Extra Care Housing, Night Support, Equipment and Technology

LIVE Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development + SBC Capital Projects)

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Sports Infrastructure	1,294	6,028	7,322	(3,702)	3,620	Capital allocation to Sports Trusts to improve and refurbish SBC owned Sport and Leisure facilities and a Synthetic Pitch replacement fund to manage the replacement of synthetic pitches across the Borders
Culture & Heritage	4,060	99	4,159	(2,699)	1,460	Public Halls upgrades, new upgraded Jim Clark Museum in Duns and the upgrade and redevelopment of the Sir Walter Scott Courthouse in Selkirk
Great Tapestry of Scotland	5,566	0	5,566	(3,200)	2,366	To provide a permanent home for the Great Tapestry of Scotland in Galashiels town centre
Total Investment	10,920	6,127	17,047	(9,601)	7,446	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	15,639	14,739	13,844	13,785	13,727
Base Budget (approved 9 February 2017) Income	(697)	(697)	(697)	(697)	(697)
Base Budget (approved 9 February 2017) Net	14,942	14,042	13,147	13,088	13,030

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
SB Cares Contract inflation	29	29	29	29	0	SB Cares Contract inflation to cover increased utilities costs
Synthetic Sports Pitches (Live Borders)	45	0	0	0	0	To provide for the increased running costs of the new 3G pitches being developed
Live Borders Contract inflation	266	(266)	0	0	0	To provide for Live Borders inflationary pressures such as utility and pay inflation
Total Pressures	340	(237)	29	29	0	

Contracted Services: SB Cares; LIVE Borders (Sport, Heritage and Culture)

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LIVE Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development + SBC Capital Projects)

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
SB Cares						
SB Cares Contribution to SBC General Fund per Original Business Case	(162)	(152)	0	0	0	As per SB Cares approved Business Plan, there are forecast increases to the profitability of SB Cares through additional income streams and more efficient service delivery
SB Cares Structure Review	(100)	0	0	0	0	Review of SB Cares structures targeting increased effectiveness in the provision of all services. This is expected to provide a saving through redefining roles and responsibilities and process redesign. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Implement relief staff management tool	(80)	0	0	0	0	Implement improved management processes and systems to deliver an effective relief bank resulting in reduced costs through a reduction in rates paid, compared to current 3rd party costs
Offer new relief bank of staff agency service for other Borders providers at commercial rate.	(20)	0	0	0	0	This is a commercial opportunity. This would be offered to other providers in the Borders at a rate below city agency rates and allow services to continue in all areas
Implement equitable support worker structure in Care Home	(20)	0	0	0	0	Staffing changes will be required as a result of this proposal. No overall FTE effect. Council HR policy will be consistently applied throughout review
Review of how Sleep-Ins are provided	(80)	0	0	0	0	To deliver greater efficiency. Any potential increase in risk to clients would require mitigation assurances and work with Health and Social Care required to ensure no duplication. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Review of Finance System – use Business World as an alternative - Licence & Maintenance Fee Saving	(20)	0	0	0	0	Consistency with other SBC services and subsidiaries and reduced cost through no longer requiring a separate financial management information system
Increase pool car fleet in homecare	(20)	0	0	0	0	Reduced costs through reduced mileage claimed and increased efficiency due to reliable vehicles
Review provision of fleet across all services	(10)	0	0	0	0	Cost savings arising from greater efficiency in the economy, deployment and use of vehicles
Brokerage service – Management fee for promoting services – Community provision e.g. Care & Repair	(10)	0	0	0	0	Increased signposting activity that would enable clients (unassessed) to access a wider range of support services

Contracted Services: SB Cares; LIVE Borders (Sport, Heritage and Culture)

SB CARES: Provision of Social Care and Support Services including Residential Care, Care at Home, Day Services, Extra Care Housing, Night Support, Equipment and Technology

LIVE Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development + SBC Capital Projects)

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
East Lothian collaboration for the provision of Alarms Service	(250)	0	0	0	0	This provides a Telecare Services Association (TSA) accredited solution which will enable sales to the third sector. This also improves current alarm service to current client base and provides some financial savings. A total saving of 7 FTE is anticipated. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Review of Bordercare and Community Equipment Service delivery structures	(80)	0	0	0	0	Review to deliver an integrated service provision for Bordercare and Community Equipment Service following transfer of Call Response service to East Lothian. This is expected to provide a saving through redefining roles and responsibilities and process redesign, and could reduce the workforce by up to 2 FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
LIVE BORDERS						
Management Fee reduction to Live Borders	(388)	(506)	(88)	(87)	(85)	Proposals to increase income, reduce management and back office staffing (3.8 FTE) and improve efficiency within the Trust with regards to procurement and energy efficiency
Total Savings	(1,240)	(658)	(88)	(87)	(85)	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	14,739	13,844	13,785	13,727	13,642
Base Budget - Income	(697)	(697)	(697)	(697)	(697)
Base Budget - Net	14,042	13,147	13,088	13,030	12,945

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	13,790	21,788	35,578	0	35,578	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades
Roads & Transport Infrastructure	24,132	58,211	82,343	(130)	82,213	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects
Cycling, Walking & Safer Streets	562	1,649	2,211	(2,211)	0	Specific Scottish Government funding to encourage walking and cycling, especially to schools and to connect communities
Peebles Bridge	0	420	420	0	420	Preparatory work to consider the future requirement for a new bridge in Peebles to support future development per the Local Development Plan
Flood & Coastal Protection works	1,614	3,850	5,464	(3,500)	1,964	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by Scottish Government
Hawick Flood Protection	33,033	8,217	41,250	(32,934)	8,316	Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Scottish Government 80% funding of the project partially confirmed
Waste Management	1,400	600	2,000	(1,200)	800	Easter Langlee cell provision and leachate management, CRC skip infrastructure and provision of waste containers
Easter Langlee Waste Transfer Station	5,099	0	5,099	0	5,099	Construction of new waste transfer station at Langlee
Waste Collection (Non P&V)	1,432	365	1,797	0	1,797	Contribution to refuse lorry replacements not provided by Plant and Vehicle fund, funded by Waste revenue budget contribution for specific funding
Reston Station Contribution	1,430	640	2,070	(1,240)	830	Council contribution to provision of new platform and car parking at Reston, supported by potential funding from developer contributions
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	Rolling programme of fleet replacement to meet council requirements, fully funded from the Plant and Vehicle fund and replenished by revenue budgets over vehicle lives
Total Investment	88,492	109,740	198,232	(61,215)	137,017	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	61,987	63,453	60,666	60,740	60,925
Base Budget (approved 9 February 2017) Income	(33,514)	(33,627)	(33,639)	(33,649)	(33,659)
Base Budget (approved 9 February 2017) Net	28,473	29,826	27,027	27,091	27,266

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Property Maintenance Fund Inflation	0	47	49	50	50	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate
New Kelso High School	206	0	0	0	0	Increased revenue costs associated with the lifecycle costs of new Kelso High School
Catering (Food) Inflation	0	28	29	29	29	Estimated inflationary price increase of food costs
Winter Maintenance (Salt) Inflation	0	14	15	15	15	Estimated inflationary price increase of salt costs
Aggregates & Bitumen Inflation	0	5	5	5	5	Estimated inflationary price increase of bitumen and aggregates
Roads Investment	1,800	(1,800)	0	0	0	One-off injection into the Roads budget which will be targeted at roads across the region
Vehicle Spare Parts Inflation	0	13	13	13	13	Estimated inflationary price increase of spare parts
Waste Plant & Vehicle Fund	200	0	0	0	0	To provide for additional depreciation and interest payments associated with previously invested capital to allow rolling fleet replacement within Waste Services
Landfill Tax Inflation	70	70	73	73	73	Estimated inflationary price increase of Landfill tax which is set by the Scottish Government
Reduced Flood allocation	(1)	0	0	0	0	Minor adjustment by Scottish Government as detailed in Settlement
Shared Access Paths	350	(350)	0	0	0	Match funding to be used to access external funding to develop shared access paths linking up specific towns for cycling and recreational use
Community Policing	282	(282)	0	0	0	Community policing team which will be deployed to target local issues under the direction of SBC e.g. anti-social behaviour. The team will work closely with the new Locality Committees and Elected Members and will seek to do more to prevent low level criminal activity and deal with issues such as parking
Total Pressures	2,907	(2,255)	184	185	185	

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Energy Efficiency Project	(119)	(103)	(103)	0	0	Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings
Public-Private Partnership (PPP)	(100)	0	0	0	0	Extract savings on utilities from PPP contract. Early engagement with PPP Contract holders required to reach a common position and realise savings
Staff Canteen Efficiency	(60)	0	0	0	0	Replacement of existing staff canteen service with a sandwich, snacks and coffee service at an alternative location within HQ
Additional service for nursery meals based on the 7 pilot nursery meals uptake	(71)	0	0	0	0	Roll out of current pilot which provides Free School Meals to children attending full day nursery under the expansion of Early Years provision to 1140 hours
Improved Income from higher Secondary Schools Meals uptake	(75)	0	0	0	0	Anticipated increased income through increased uptake of school meals in Secondary Schools
Catering Marketing reduction	(20)	0	0	0	0	Reduction to marketing budget based on current spend levels
Cleaning Services Rationalisation (inc Janitor, crossings)	(80)	0	0	0	0	Completion of a project to deliver rationalisation of the cleaning service including Janitorial & Crossing Patrols. Expected reduction of 5.1 FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Major Projects Feasibility Study budget reduction	(30)	0	0	0	0	Reduced ability to evaluate possible future projects with the most important potential projects being prioritised to mitigate this risk
New delivery model for Public Toilet provision	0	(100)	0	0	0	Phase 2 of the public convenience review. Service impacts still to be assessed with review recommendations
Review winter working patterns / overtime	(50)	0	0	0	0	Review of staffing arrangements regarding providing winter services, no service impact expected
Neighbourhoods : Grass cutting, Biodiversity and Floral Detail	(345)	(100)	0	0	0	Redesign of Council grass cutting, £100k Review of Path Maintenance and £30k from Floral Gateway savings. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Children & Young People grounds maintenance transfer	(20)	0	0	0	0	Transfer budget to Neighbourhood Services to be managed as part of the service and within the normal framework of maintenance. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBC Contracts, Fleet, Pay & Display, Waste Management

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	0	(7)	(7)	0	0	Completion of SLEEP project
Roads review savings	(100)	0	0	0	0	Implementation of new Roads structure and delivery model. Expected reduction of 3FTE posts. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Increase the surplus budget of the Fleet Management service	(56)	(22)	0	0	0	Bringing Fleet budget in line with historic performance. No service impact expected
Waste services Kerbside Collection Review	(175)	(200)	0	0	0	Savings arising from the proposal of a new optimised model of service delivery, including route optimisation, review of working patterns and depot rationalisation (est 3FTE impact). The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Waste Services Leachate Management budget reduction	(100)	0	0	0	0	Peak demands for leachate movement now to be met from the Council's Weather Reserve which will reduce the risk of under and over spends due to the variability of demand for this service which is weather dependent
Waste Services Community Recycling Centre Review	(40)	0	0	0	0	Realign annual operating hours to focus more on periods of peak demand, changes to working patterns will be required to ensure staff are contracted to work during periods of high demand, Estimated increase of 3FTE as weekend working is contracted. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Waste Fees & Charges	(105)	0	0	0	0	Increased Trade Waste charges as agreed as part of the 2017/18 Financial Plan
Additional Fees & Charges Income across Assets & Infrastructure and Regulatory Services	(8)	(12)	(10)	(10)	(10)	Extra income from higher Fees & Charges which have been increased in line with inflation. Possible reductions in demand due to higher prices have been factored into the assumed additional income
Total Savings	(1,554)	(544)	(120)	(10)	(10)	

Page 25

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	63,453	60,666	60,740	60,925	61,110
Base Budget - Income	(33,627)	(33,639)	(33,649)	(33,659)	(33,669)
Base Budget - Net	29,826	27,027	27,091	27,266	27,441

Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Communications & Marketing, Corporate Transformation

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	Total £'000s	Est External Funding £'000s	Est. SBC Contribution £'000s	Detail
Town Centre Regeneration	300	700	1,000	0	1,000	To support the outcome of the Locality/Town review work, including development of new CARS schemes in Hawick and Eyemouth
Central Borders Business Park	2,500	0	2,500	(1,000)	1,500	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Newtown St Boswells Regeneration	56	344	400	0	400	Initial development phase for the village centre regeneration
Eyemouth Regeneration	799	0	799	0	799	To support the regeneration of Eyemouth
Tweedbank Development	500	0	500	0	500	Funds to commence delivery of the Tweedbank Masterplan
Private Sector Housing Grant	1,150	2,975	4,125	0	4,125	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work
Total Investment	5,305	4,019	9,324	(1,000)	8,324	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	1,411	1,728	1,478	1,728	1,728
Base Budget (approved 9 February 2017) Income	(1,270)	(1,270)	(1,270)	(1,280)	(1,290)
Base Budget (approved 9 February 2017) Net	141	458	208	448	438

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Transformational Change support	500	(250)	250	0	0	To support transformational change across the organisation
Scottish Enterprise Regeneration	25	0	0	0	0	Further funding from Scottish Government as detailed in settlement
Total Pressures	525	(250)	250	0	0	

Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning, Communications & Marketing, Corporate Transformation

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Shared Service opportunities with Dumfries & Galloway	(150)	0	0	0	0	Enabled by sharing services with Dumfries & Galloway to deliver the South of Scotland Economic Partnership Work Plan. Area of saving not yet confirmed, possible implication of 2/3FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Business Gateway	(10)	0	0	0	0	Use of technology to reduce travel time to ensure minimal impact
Housing Strategy savings	(30)	0	0	0	0	Work only required once every 5 years
Commercial Rent income	0	0	(10)	(10)	(10)	Inflationary rent increases
Travel in Emergency Planning	(4)	0	0	0	0	Minimal impact as pool cars will be used
Resilient Communities materials budget	(5)	0	0	0	0	Work with communities to fund and deliver differently to minimise impact
Communications Web and Digital Media post	(9)	0	0	0	0	Change grade 8 to Modern Apprentice (MA) or Grade 5- Short term training requirement
Total Savings	(208)	0	(10)	(10)	(10)	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	1,728	1,478	1,728	1,728	1,728
Base Budget - Income	(1,270)	(1,270)	(1,280)	(1,290)	(1,300)
Base Budget - Net	458	208	448	438	428

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic

Capital Investment	3 yr. operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Adult Services Facilities Upgrade (Older People)	550	293	843	0	843	Planned Residential Care Home upgrades to enhance and improve facilities for residents
Care Inspectorate Requirements (Older People)	158	414	572	0	572	Residential Care Home works in order to deliver specific recommendations within the Joint Older People's Services Inspection Report
Residential Dementia (Older People)	4,800	0	4,800	0	4,800	Proposed specialist Dementia Residential Facility to deliver a specific Health and Social Care Partnership priority on Dementia
Total Investment	5,508	707	6,215	0	6,215	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	60,786	61,478	60,448	60,448	60,448
Base Budget (approved 9 February 2017) Income	(13,568)	(13,568)	(13,568)	(13,568)	(13,568)
Base Budget (approved 9 February 2017) Net	47,218	47,910	46,880	46,880	46,880

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Older People demographic increases	343	348	348	348	348	Forecast additional cost of increasing numbers of Older People 65-74 and 74+
COSLA Residential Care Home Contract (Older People)	74	75	75	75	75	Inflationary Provision for COSLA residential care home contract
Dementia care services (Older People)	534	(534)	0	0	0	increase in beds in proposed dementia unit - revenue consequences remain unknown at the current time
Increased young adults with learning / physical disabilities	250	250	250	250	250	Forecast additional cost of increasing numbers of young adults in transition from Children's to Adult Services
Health & Social Care Integration (IJB - Older People, Learning Disability and Physical Disability)	(667)	(673)	(673)	(673)	(673)	The above demographic pressures have been identified. The SBC Financial Plan assumes however, that as in 2016/17 and 2017/18, these pressures will be met in full via the direction of additional social care funding by the Integration Joint Board
SBC share of £66m for H & SC (All)	1,537	0	0	0	0	Per settlement - to support additional investment in social care in recognition of a range of pressures Local Authorities are facing including new commitments
Choose Life	19	0	0	0	0	Additional funding as detailed in Settlement
Total Pressures	2,090	(534)	0	0	0	

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Purchase Criminal Justice Service (CJS) training (e.g. Health and Safety) from Scottish Borders Council instead of an external provider	(2)	0	0	0	0	Greater cost-effectiveness of existing SBC training provision - Criminal Justice Service will no longer seek this provision externally but instead use the Council's in-house service
Review of Day Services (Older People and Learning Disability)	(290)	(400)	0	0	0	The Re-imagining Day Services Review project is ongoing, a key pillar of the Integration Joint Board Integrated Transformation Programme. Following implementation of its recommendations, including new service provision, some existing day centre provision will be decommissioned. This may impact on the current SB Cares General Fund Contribution level and on current the level of service required from SB Cares. This will not have an impact in Health & Social Care staffing although there may be potential impact for SB cares staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Following analysis of contract utilisation, review of non-day service functions commissioned from SB Cares aimed at increasing efficiency and reducing cost (decommissioning of Day Services is already in Financial Plan (£690k)) (Older People)	(100)	0	0	0	0	New, fitter-for-purpose, more cost effective services will be commissioned. This will save money and improve efficiency but may impact on the current SB Cares General Fund Contribution level. This will not have an impact in Health & Social Care staffing although there may be potential impact for SB Cares staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Review and re-commission of Specialist Care and Support Services (Older People)	(250)	0	0	0	0	Greater efficiency through more effective and economic specialist service provision commissioned from external organisations
Review the Shopping Service (Older People)	(41)	0	0	0	0	Alternative delivery models are now available which clients can access which may mean this service can be decommissioned (subject to consultation)
Review Commissioned Services including SB Cares within Learning Disability Service	(100)	0	0	0	0	New, more cost effective services will be commissioned in addition to a comprehensive review of all existing commissioning arrangements. This will save money and improve efficiency but may impact on the current SB Cares General Fund Contribution level and their levels of staffing although the majority of services (and cost) are commissioned from external providers. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Decommission Learning Disability Services with new alternatives	(76)	0	0	0	0	An evaluation of Social Enterprises has been undertaken resulting in a decision by Learning Disability Service for one grant contract for a social enterprise being decommissioned. This work is now delivered by Project Search and has been successful to date
Reduction in Night-Time Support (note the wider context of a future strategic review of Night-Time Support) (Learning Disability)	(74)	0	0	0	0	Formal Project underway in collaboration with Learning Disability Service providers to look at reducing the amount of night time support. Target reduction of 2 FTE for the project. Extensive work has already been undertaken by a previous project. Any impact will be mitigated. No impact on H&SC staff however potential impact on SB Cares staff
Decommission Learning Disability Services delivered by Borders College	(24)	0	0	0	0	New, more appropriate alternative services have been developed for implementation from Autumn Term 2018 with no further cost to the Council
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (Learning Disability)	0	(52)	0	0	0	Longer-term, requires significant capital and revenue partnership investment, but for the specific clients identified, will provide better outcomes to meet specialist client needs at considerably reduced cost. Potential for unquantified increase in front line staff although options for commissioning the service are being considered
Decommission a specific Adults with Learning Disability contract	(10)	0	0	0	0	This client-specific service is currently being decommissioned as it is no longer required
Decommission 2 Mental Health services with identified alternatives	(53)	0	0	0	0	For one service, there is now a national telephone helpline available which clients would be able to access and for the other, if they wish to continue, clients would be able to access the service using Self Directed Support
Greater Use of Technology	(100)	0	0	0	0	Through further increasing the use of technology and equipment, it is anticipated we will reduce the number of lower-level care at home packages
Undertake a productivity review programme across Adult Social Work services, savings are targeted year 1 and 2 and will require investment to commission the review	(88)	(44)	0	0	0	This is currently underway across some services in NHS Borders – clinical and non clinical, has identified considerable cashable savings through increased efficiency by productivity. Potential reduction of 2FTE following work study although exact potential is unknown until process review. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Review management arrangements across all Adult social work services	(60)	0	0	0	0	There would be impacts and risks attached to this due to reduced capacity but the opportunity for more joined up management and efficiency exists. Before 2019/20, where vacancies arise beforehand, joint posts will be considered and there will be potential regrading of roles. There will be increased vigilance in all vacancy management. The Councils HR Policies and Procedures will be utilised to manage any staffing changes/reductions
Review Community Based Services (considering posts / skill mix) covering Occupational Therapy and Social Work in order to maximise benefit of Enablement and Buurtzorg	(110)	0	0	0	0	New, innovative, community based health and social care services will result in constraining costs for traditional (and more intensive) social care services - better for the client and more cost-effective
Review all small grants, contributions to communities and payments to 3rd sector organisations across all Adult social work services	(20)	0	0	0	0	This review will be targeted at maintaining the quality of support currently provided. Will place greater focus on a more commissioned-based relationship between SBC and the organisations, with a focus on clear outcomes
Total Savings	(1,398)	(496)	0	0	0	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	61,478	60,448	60,448	60,448	60,448
Base Budget - Income	(13,568)	(13,568)	(13,568)	(13,568)	(13,568)
Base Budget - Net	47,910	46,880	46,880	46,880	46,880

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Broomlands Primary School	6	0	6	0	6	Final costs relating to the new Broomlands Primary School (opened 9th January 2018)
Langlee Primary School	3	0	3	0	3	Final costs relating to the new Langlee Primary School (opened August 2017)
Jedburgh Learning Campus	3,687	0	3,687	(300)	3,387	A new 3-18 learning campus in Jedburgh replacing 2 Primary Schools and the High School. The capital budget provision is primarily for project management, incidentals and the new 3G synthetic pitch provision
School Estate Block	10,551	24,655	35,206	(1,000)	34,206	Programme of works across the school estate to ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and Insurers and to enable improvement of safety in schools
School Estate Review	3,074	12,517	15,591	0	15,591	Ambitious large scale project to significantly improve the school estate to match current and future demand
Total Investment	17,321	37,172	54,493	(1,300)	53,193	

Page 5

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	118,429	118,738	116,389	115,772	116,091
Base Budget (approved 9 February 2017) Income	(1,710)	(1,715)	(1,720)	(1,725)	(1,730)
Base Budget (approved 9 February 2017) Net	116,719	117,023	114,669	114,047	114,361

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Expansion of Early Years to 1,140 hours (fully funded)	482	0	0	0	0	Expansion of Early Years provision to 1,140 hours in seven locations (more locations will follow). This expansion will be fully funded by the Scottish Government
Supply Teacher settlement	100	0	0	0	0	Provision to provide for changes in supply teachers Terms & Conditions including restoring the rate of pay to the individual's appropriate point on the main grade scale rather than scale point 1
Langlee Primary School	38	0	0	0	0	Langlee Primary School opened in August 2017. The full year impact of the opening is estimated at £101k with £63k having been provided in the 2017/18 Financial Plan
Broomlands Primary School	24	0	0	0	0	Broomlands Primary School opened on the 9th January 2018. The full year impact of the forecast pressure is £64k with £40k having been included in the 2017/18 Financial plan

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Unitary Charge Public-Private Partnership (PPP) Schools	305	310	315	319	324	This is the forecast contractual inflationary increase required for the 3 High Schools built with PPP funding. An inflation rate of 3.6% has been used
New Kelso High School	144	0	0	0	0	The new Kelso High School opened on the 14th November 2017. The full year impact of the opening is estimated at £192k with £48k reflected in the 2017/18 Financial Plan. Increased Non Domestic Rates accounts for a significant part of this
Jedburgh funding charges	0	0	975	0	0	The proposed new multi-generational Jedburgh campus is being funded by a combination of SBC capital funding / Scottish Government grant & revenue funding. This pressure relates to the revenue funding element only
Jedburgh lifecycle maintenance	0	0	300	0	0	This is a provision for maintaining the new multi-generational Jedburgh campus in an as new condition, including regular painting, replacement of boilers etc
Jedburgh increased Facilities Management (FM) charges	0	0	160	0	0	This pressure relates to increased revenue costs related to the new multi-generational Jedburgh campus (mainly Non Domestic Rates)
Pupil Equity Fund	11	0	(1,841)	0	0	Pupil Equity Fund of £1.841m is based on free school meal entitlement. This is fully funded by Scottish Government and assumed to continue to 2020/21. The Pupil Equity Fund is allocated directly to schools and targeted at closing the poverty related attainment gap. The funding is spent at the direction of Head teachers working in partnership with each other and the local authority
1 + 2 languages	63	0	0	0	0	Fully funded in December 2017 Scottish Government settlement to expand and improve language learning to equip young people with the language skills they need
Sensory Impairment	14	0	0	0	0	Training materials for people with sensory impairment. Guidance from RNIB and Action for Hearing. Fully funded in December 2017 Scottish Government settlement
British Sign Language	11	0	0	0	0	Fully funded in December 2017 Scottish Government settlement to support British Sign Language interpreters and costs of training courses
ASN Residential Placements and Respite Care	500	(500)	0	0	0	Funding will support the creation of a 6 or 8 bedded residential unit in partnership with Aberlour which will bring children with severe and complex needs back to the Borders creating savings. It will also enable the development of respite care and emergency beds for our most vulnerable children and young people preventing escalation to external residential placements

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Children & Young People Prevention, Intervention and Innovation	500	(500)	0	0	0	Activities and programmes led by Children and Young People and involving partner agencies to tackle ongoing issues affecting young people including mental and emotional health issues, behaviour improvement, and positive choices regarding exercise, diet, nutrition and lifestyle alongside school/community led activity projects
Access to Youth opportunities	200	(200)	0	0	0	To increase access to education and work for Young people through travel and digital initiatives
Total Pressures	2,392	(890)	(91)	319	324	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Review of Early Years Service aligning budget with 2017/18 service delivery	(320)	0	0	0	0	The Early Years Service has delivered a budget underspend of £200k in 2017/18 and it is anticipated that further economies will be delivered in 2018/19 delivering permanent saving of £320k with minimal impact. There will be no staff to be deployed as separate funding from the Scottish Government to fund the expansion of Early Years provision from 600 hours to 1,140 hours will result in an increase in Early Years staff. Expansion of Early Years provision from 600 hours to 1,140 hours will result in an increase in Early Years staff
Teacher allocations and class organisation	(230)	(770)	(380)	0	0	Subject to maintaining the Pupil / Teacher ratio as directed by the Scottish Government, there will be an opportunity to review the placement of teachers in light of roll projections, class organisation/timetable structures and the national allocation of newly qualified teachers. It is anticipated that teacher numbers and the ratios will be maintained in 2018 and that Council HR Policies and Procedures will be utilised to manage staffing deployments. In 2019 further developments in class organisation / timetable structures will release savings which could effect teacher numbers and pupil/teacher ratios
School Estate Review	(85)	(289)	(146)	0	0	Delivering school estate savings will be subject to approval of the Scottish Government. Closure of St Margaret's (Hawick) is progressing through the statutory process. Priority will be to identify potential opportunities to deploy/redeploy staff from schools being "mothballed"
Music Tuition Review	(50)	0	0	0	0	Review of provision to deploy existing resources more effectively. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Outdoor Education Review	(55)	0	0	0	0	Closure of Whiteadder Sailing school which is only used by a few schools. More responsibility for service delivery in outdoor education will now be within the outdoor localities within the school community to maximise learning time for pupils and provide more regular access to the outdoors. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
School Library Review	(75)	0	0	0	0	There will be a review of Literacy Support Services within schools which will consider how best to support pupils' development of literacy skills. Pilots will develop and provide opportunities for learning. Following a pilot in three secondary schools it is anticipated the Secondary School Library Service will be redesigned. There is likely to be a reduction in FTE. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Central Schools Review	(476)	0	0	0	0	This review has identified an opportunity to review all centrally funded budgets as practice has developed in a number of areas affecting allocations to key projects eg links to the Pupil Equity Fund allocation. Centrally funded training, continuing professional development (CPD) spend and other discretionary spend will be reviewed in line with expenditure forecasts for 2017/18
Additional Support Needs (ASN) - Passenger Transport Review - reducing private taxi provision to clients	(200)	0	0	0	0	The transport provision for ASN pupils (£1.2m) will be reviewed. This is expected to result in less use of private taxi services and reduce the need for associated special escort service. Staff consultation will take place through our normal HR process
Children & Families Social Work – reduce external placements	(400)	(400)	0	0	0	Expenditure on external placements in 2017/18 is forecast to deliver a significant underspend and the service will continue to focus on preventative action to avoid spend on external placements in future years
Review of Children & Families Social Work service	(100)	0	0	0	0	This is likely to have a minimal impact on service delivery where priority is in taking preventative action to deliver reductions in external placements etc. The service restructure is delivering considerable savings with permanent appointments replacing the use of supply staff

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD).

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Reduce the use of Social Work agency staff	(42)	0	0	0	0	The reduced use of agency staff will enable delivery of this saving with minimal impact on service delivery. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes
Increased Fees & Charges	(5)	(5)	(5)	(5)	(5)	Forecast fees & charges increase to be agreed. (No increase to school meals is included)
Review of Community Learning & Development (CLD) service (Adults & Youth)	(50)	0	0	0	0	There will be a change in service provision in some localities to reflect local needs. Staff to be deployed in response to service demands with minimal impact on staff numbers. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Total Savings	(2,088)	(1,464)	(531)	(5)	(5)	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	118,738	116,389	115,772	116,091	116,415
Base Budget - Income	(1,715)	(1,720)	(1,725)	(1,730)	(1,735)
Base Budget - Net	117,023	114,669	114,047	114,361	114,680

Customer & Communities

Business Support, Business Planning Performance & Policy Development, Community Planning & Engagement, Localities Fund, Customer Advice & Support, Democratic Services, Business Change & Programme Management, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

Revenue Opening Position	£'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	51,650	51,452	51,615	51,644	51,648
Base Budget (approved 9 February 2017) Income	(32,817)	(32,817)	(32,817)	(32,817)	(32,817)
Base Budget (approved 9 February 2017) Net	18,833	18,635	18,798	18,827	18,831

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Localities Bid Fund	(250)	250	0	0	0	To continue Locality bid fund at a permanent £500k by 2019/20
Contract Inflation	0	4	4	4	4	To allow for small inflationary increases to external contracts
Universal Credit impact & reduced funding	157	0	0	0	0	Departmental pressure arising from reduced Department for Work and Pensions administration grant and legislative changes arising from Universal Credit
Temporary Accommodation	185	0	0	0	0	Temporary Accommodation funding per settlement
Council Tax Reduction Scheme (CTRS) Administration	10	0	0	0	0	CTRS administration funding allocated per settlement
Direct Housing Payment (DHP) Administration	21	0	0	0	0	DHP administration funding allocated per settlement
Local Government election	(90)	0	0	0	90	Adjustment of budget required to run local government elections every 5 years
Men's Shed Co-ordinator	30	(30)	0	0		To coordinate and promote the development of Men's Sheds across the Borders
Localities Public Nuisance Funding	50	(50)	0	0		£10k per locality for communities to bid into to deal with local antisocial behavioural issues
Total Pressures	113	174	4	4	94	

Customer & Communities

Business Support, Business Planning Performance & Policy Development, Community Planning & Engagement, Localities Fund, Customer Advice & Support, Democratic Services, Business Change & Programme Management, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Maximise funding opportunities from partners	(100)	0	0	0	0	Opportunity to raise income through delivering engagement, research, Project Management etc on behalf of partners
Performance Team: Grade 8 to Modern Apprentice (MA)	(15)	0	0	0	0	Minimal impact, although short term training requirement
Integrated Customer Services Model	(161)	(11)	0	0	0	Reduction to costs following amalgamation of Customer Services, Welfare Benefits and Housing staff following a review of how these services are delivered (3.5FTE). This will also include a review of the welfare and debt advice provided by the Citizens Advice Bureau. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions
Housing Benefits overpayment	0	0	25	0	0	This was a temporary increase to income which will reduce by 2020/21
Democratic Services vacancy	(35)	0	0	0	0	Removal of existing vacancy (1FTE)
Total Savings	(311)	(11)	25	0	0	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	51,452	51,615	51,644	51,648	51,742
Base Budget - Income	(32,817)	(32,817)	(32,817)	(32,817)	(32,817)
Base Budget - Net	18,635	18,798	18,827	18,831	18,925

Finance, IT and Procurement

Chief Executive, Corporate Finance, Financial Services, Information Technology, Capital Financed from Current Revenue , Interest on Revenue Balances, Loan Charges, Provision for Bad Debts, Recharge to Non-General Fund

Capital Investment	3 yr operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
ICT - Out with existing contract Scope	240	560	800	0	800	IT works outwith the scope of the CGI contract
ICT Transformation	1,488	3,362	4,850	0	4,850	IT replacements, upgrades and transformation across the Council
Total Investment	1,728	3,922	5,650	0	5,650	

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	40,922	45,364	44,180	44,139	44,136
Base Budget (approved 9 February 2017) Income	(10,792)	(10,807)	(10,807)	(10,807)	(10,807)
Base Budget (approved 9 February 2017) Net	30,130	34,557	33,373	33,332	33,329

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
IT Contract Inflation	504	(97)	(97)	0	0	Inflation and changes to funding assumptions
IT costs per previously agreed contract	3,943	(963)	166	(23)	0	ICT contract including initial transformation spend
Loan charges to provide for capital	282	169	33	20	11	Revenue cost of capital borrowing for new projects
Total Pressures	4,729	(891)	102	(3)	11	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Procurement savings across all departments	(250)	(143)	(143)	0	0	Ongoing efficiencies through Procurement activity
Self insurance approach	0	(150)	0	0	0	Alternative approach to move to self insurance model. May involve higher policy excess. Saving subject to retender
Common Good Grants	(27)	0	0	0	0	Stop current grant to common good trusts and review the model of charging for SBC support
IT Licensing	(10)	0	0	0	0	Corporate approach regarding concurrent or per seat licenses
NHS Borders IT disaster recovery	(15)	0	0	0	0	Shared disaster recovery suite with other CPP partners. SBC would host using existing disaster recovery facility. Subject to negotiation
Total Savings	(302)	(293)	(143)	0	0	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	45,364	44,180	44,139	44,136	44,147
Base Budget - Income	(10,807)	(10,807)	(10,807)	(10,807)	(10,807)
Base Budget - Net	34,557	33,373	33,332	33,329	33,340

Human Resources

Human Resources, HR Shared Services, Early Retirement/Voluntary Severance

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	3,084	2,654	2,654	2,654	2,654
Base Budget (approved 9 February 2017) Income	(20)	(20)	(20)	(20)	(20)
Base Budget (approved 9 February 2017) Net	3,064	2,634	2,634	2,634	2,634

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Early Retirement/Voluntary Severance (ERVS) reduction	(351)	0	0	0	0	Reduction of the central ERVS funding
Total Pressures	(351)	0	0	0	0	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Human Resources, HRSS Discretionary spend	(10)	0	0	0	0	Budget reduction based on 17/18 expenditure levels
Reduce Subscription for Licenses	(5)	0	0	0	0	Budget reduction based on 17/18 expenditure levels
Apprenticeship Levy income assumption	(50)	0	0	0	0	Reduced budget pressure from 17/18 based on current projections
Salary Sacrifice income assumption	(14)	0	0	0	0	Reduced budget pressure from 17/18 based on current projections
Total Savings	(79)	0	0	0	0	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	2,654	2,654	2,654	2,654	2,654
Base Budget - Income	(20)	(20)	(20)	(20)	(20)
Base Budget - Net	2,634	2,634	2,634	2,634	2,634

Regulatory Services

Planning, Assessors; Passenger Transport, Audit and Risk; Legal; Protective Services, Housing Strategy

Revenue Opening Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget (approved 9 February 2017) Expenditure	20,067	19,770	19,655	19,909	19,869
Base Budget (approved 9 February 2017) Income	(11,940)	(12,082)	(12,182)	(12,182)	(12,182)
Base Budget (approved 9 February 2017) Net	8,127	7,688	7,473	7,727	7,687

Budget Pressures	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Building Warrant Income	(32)	0	0	0	0	Income assumption per the settlement
Bus Contracts (renewal) Inflation	139	0	304	0	0	Expected inflationary increase in re-tendering bus contracts due for renewal
Galashiels Transport Interchange	(5)	(10)	(10)	0	0	Reduced revenue pressure from Gala TI due to higher income
Smoking in cars	40	0	0	0	0	Per 2017/18 settlement to enforce the legislation
Total Pressures	142	(10)	294	0	0	

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Planning Fee Income	(100)	(100)	0	0	0	Additional Planning Fee Income based on a forecast increase in applications
Phase 2 staffing reductions within Planning Service	(50)	0	0	0	0	Offers an opportunity to develop staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions (2FTE)
Generate further additional income from providing Pre-Submission East Scotland Planning Authority (SESPlan) Payment	(10)	0	0	0	0	Additional service to be provided
Assessors: reduction in canvassers	(22)	0	0	0	0	Reduce number of Canvassers with associated savings in travel & overtime. Requires new competitively priced laptops. Possible reduction in the effectiveness of maintaining the Electoral Roll
Assessors Printing	(10)	0	0	0	0	Use of Xerox bulk printing from June 2018 onwards to make savings in current printing costs, no service impact expected
Regulated Bus Fares	(40)	(40)	(40)	(40)	(40)	Extra income from higher fares in line with inflation. Higher cost of bus travel in The Borders
Transport Review savings	(200)	(100)	0	0	0	Savings to be achieved from Bus Subsidies & partnership arrangement with Border Buses
Provision of shared service with Midlothian Council for Audit and Risk Services	(34)					Income for SBC, currently undertaking a 6 month pilot. Makes use of existing SBC resource and expertise to provide a shared service

Regulatory Services

Planning, Assessors; Passenger Transport, Audit and Risk; Legal; Protective Services, Housing Strategy

Savings Proposals	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	Detail
Legal	(3)	0	0	0	0	Budget reduction to reflect reduced subscription costs, no service impact expected
Shared "on call" service for environmental health incidents	(4)	0	0	0	0	Dependent on engagement of partners with whom consultation will take place to engage full support
Provide animal feed service for other rural local authorities	(30)					Positive impact locally, with potential job creation and income for SBC. Additional net income of £30k assumed in 2018/19
Protective Services Staffing	(43)	0	0	0	0	Further staffing reductions in addition to savings made from 17/18 restructure. Savings from grading changes to vacant posts and the deletion of 1 vacant post. Limited impact against current resourcing as it is vacant posts that will yield the saving (1FTE)
Total Savings	(581)	(205)	(40)	(40)	(40)	

Revenue Closing Position	2018/19 £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s
Base Budget - Expenditure	19,770	19,655	19,909	19,869	19,829
Base Budget - Income	(12,082)	(12,182)	(12,182)	(12,182)	(12,182)
Base Budget - Net	7,688	7,473	7,727	7,687	7,647

Scottish Borders Council
Draft Capital Financial Plan 2018/19 to 2027/28
Capital Investment Proposals

CAPITAL INVESTMENT PROPOSALS		2018/19	2019/20	2020/21	Total Operational	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Strategic	Total £'000	Specific Project Funding	Net cost to SBC Capital
		£'000	£'000	£'000	Plan	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Plan			
Plant & Vehicle Fund																
	Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	14,000	20,000	(20,000)	0
Waste Collection Vehicles - Non P&V Fund																
	Waste Collection Vehicles - Non P&V Fund	1,100	300	0	1,400	0	0	300	300	0	0	0	600	2,000	(1,200)	800
Flood & Coastal Protection																
Block	Flood Studies	350	350	350	1,050	350	350	350	350	350	350	350	2,450	3,500	(3,500)	0
Block	General Flood Protection Block	164	200	200	564	200	200	200	200	200	200	200	1,400	1,964	0	1,964
	Hawick Flood Protection	4,390	12,607	16,036	33,033	7,909	193	115	0	0	0	0	8,217	41,250	(32,934)	8,316
Land and Property Infrastructure																
Block	Asset Rationalisation	950	950	750	2,650	750	0	0	0	0	0	0	750	3,400	0	3,400
Block	Building Upgrades	630	730	730	2,090	730	770	770	770	770	770	770	5,350	7,440	0	7,440
Block	Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Commercial Property Upgrades	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Contaminated Land Block	38	52	52	142	52	52	52	52	52	52	52	364	506	0	506
	Energy Efficiency Works	1,545	1,045	1,045	3,635	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	10,950	0	10,950
Block	Health and Safety Works	635	835	835	2,305	835	835	835	835	835	835	835	5,845	8,150	0	8,150
Block	Parks & Open Spaces - Upgrades	333	130	105	568	106	107	108	110	111	111	111	764	1,332	0	1,332
NEW	Outdoor Community Spaces	700	700	700	2,100	700	0	0	0	0	0	0	700	2,800	0	2,800
Road & Transport Infrastructure																
	A72 Dirtpot Corner - Road Safety Works	2,066	0	0	2,066	0	0	0	0	0	0	0	0	2,066	0	2,066
Block	Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Cycling Walking & Safer Streets	156	207	199	562	211	221	232	244	247	247	247	1,649	2,211	(2,211)	0
	Galashiels Developments	416	205	0	621	0	0	0	0	0	0	0	0	621	0	621
	Innerleithen to Walkerburn - Shared Access Route	265	0	0	265	0	0	0	0	0	0	0	0	265	(130)	135
Block	Lighting Asset Management Plan	250	300	200	750	200	200	200	200	200	200	200	1,400	2,150	0	2,150
	Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
	Reston Station Contribution	330	500	600	1,430	640	0	0	0	0	0	0	640	2,070	(1,240)	830
Block	Roads & Bridges -inc. RAMP, Winter Damage & Slopes	5,360	6,610	7,410	19,380	7,410	11,365	9,910	6,342	7,114	7,160	7,160	56,461	75,841	0	75,841
	Union Chain Bridge	240	400	260	900	0	0	0	0	0	0	0	0	900	0	900
Waste Management																
Block	CRC - Improved Skip Infrastructure	146	0	0	146	0	0	0	0	0	0	0	0	146	0	146
	Easter Langlee Cell Provision	40	50	110	700	0	0	0	0	0	0	0	0	700	0	700
	Easter Langlee Leachate Management Facility	23	377	42	442	0	0	0	0	0	0	0	0	442	0	442
	New Easter Langlee Waste Transfer Station	5,090	9	0	5,099	0	0	0	0	0	0	0	0	5,099	0	5,099
	Waste Containers	48	48	48	144	50	50	51	53	53	54	54	365	509	0	509

Scottish Borders Council
Draft Capital Financial Plan 2018/19 to 2027/28
Capital Investment Proposals

	CAPITAL INVESTMENT PROPOSALS	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Operational Plan	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
	Corporate															
Block	ICT - Outwith CGI Scope	80	80	80	240	80	80	80	80	80	80	80	560	800	0	800
	ICT Transformation	473	449	566	1,488	599	468	526	381	336	526	526	3,362	4,850		4,850
	School Estate															
	Broomlands Primary School	6	0	0	6	0	0	0	0	0	0	0	0	6	0	6
	Langlee Primary School	3	0	0	3	0	0	0	0	0	0	0	0	3	0	3
	Jedburgh Learning Campus incorporating 3G Pitch	3,168	519	0	3,687	0	0	0	0	0	0	0	0	3,687	(300)	3,387
Block	School Estate Block	3,930	4,551	2,070	10,551	2,300	6,905	5,890	2,390	2,390	2,390	2,390	24,655	35,206	(1,000)	34,206
	School Estate Review	0	740	2,334	3,074	3,800	3,410	1,374	1,833	700	700	700	12,517	15,591	0	15,591
	Sports Infrastructure															
Block	Culture & Sports Trusts - Plant & Services	350	290	290	930	290	290	290	290	290	290	290	2,030	2,960	0	2,960
	Synthetic Pitch Replacement Fund	0	364	0	364	153	358	369	380	1,792	473	473	3,998	4,362	(3,702)	660
	Culture & Heritage															
Block	John Clark Museum	1,305	5	0	1,310	0	0	0	0	0	0	0	0	1,310	(699)	611
	Public Halls Upgrades	72	0	208	280	99	0	0	0	0	0	0	99	379	0	379
	Walter Scott - Phase 2	60	760	1,590	2,410	0	0	0	0	0	0	0	0	2,410	(2,000)	410
	Trimontium, Melrose	60	0	0	60	0	0	0	0	0	0	0	0	60	0	60
	Economic Regeneration															
Block	Great Tapestry of Scotland - Building	2,612	2,924	30	5,566	0	0	0	0	0	0	0	0	5,566	(3,200)	2,366
	Borders Town Centre Regeneration Block	100	100	100	300	100	100	100	100	100	100	100	700	1,000	0	1,000
	Central Borders Business Park	2,500	0	0	2,500	0	0	0	0	0	0	0	0	2,500	(1,000)	1,500
	Newtown St'Boswells Regeneration	16	20	20	56	84	84	120	56	0	0	0	344	400	0	400
	Eyemouth Regeneration	286	513	0	799	0	0	0	0	0	0	0	0	799	0	799
	Development Tweedbank	500	0	0	500	0	0	0	0	0	0	0	0	500	0	500
	Housing Strategy & Services															
	Private Sector Housing Grant - Adaptations	375	375	400	1,150	400	400	425	425	425	450	450	2,975	4,125	0	4,125
	Social Care Infrastructure															
Block	Adult Services Facilities Upgrades	150	200	200	550	200	59	34	0	0	0	0	293	843	0	843
Block	Care Inspectorate Requirements & Upgrades	51	53	54	158	55	57	58	59	61	62	62	414	572	0	572
NEW	Residential Dementia Care	100	4,700	0	4,800	0	0	0	0	0	0	0	0	4,800	0	4,800
	Other															
	Emergency & Unplanned	300	300	300	900	300	300	300	300	300	300	300	2,100	3,000	0	3,000
	Total	43,912	46,198	40,064	130,174	31,798	30,049	25,884	18,945	19,601	18,545	18,965	163,787	293,961	(73,116)	220,845

Scottish Borders Council
Draft Capital Financial Plan 2018/19 to 2027/28
Capital Funding Proposals

	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total Operational Plan	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total Strategic Plan	Total £000
CAPITAL FUNDING													
Specific Grants from Scottish Government													
Hawick Flood Protection	(3,512)	(9,686)	(12,829)	(26,027)	(6,327)	0	0	0	0	0	0	(6,327)	(32,354)
Flood Studies	(350)	(350)	(350)	(1,050)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(2,450)	(3,500)
Cycling Walking & Safer Streets	(156)	(207)	(199)	(562)	(211)	(221)	(232)	(244)	(247)	(247)	(247)	(1,649)	(2,211)
School Estate Review	0	0	0	0	0	0	0	0	0	0	0	0	0
Other External Grants & Contributions													
Hawick Flood Protection	0	(500)	(80)	(580)	0	0	0	0	0	0	0	0	(580)
Innerleithen to Walkerburn - Shared Access Route	(130)	0	0	(130)	0	0	0	0	0	0	0	0	(130)
Jedburgh Learning Campus incorporating 3G Pitch	(300)	0	0	(300)	0	0	0	0	0	0	0	0	(300)
Jim Clark Museum	(699)	0	0	(699)	0	0	0	0	0	0	0	0	(699)
Sir Walter Scott - Phase 2	0	(460)	(1,540)	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Great Tapestry of Scotland - Building	(1,600)	(1,600)	0	(3,200)	0	0	0	0	0	0	0	0	(3,200)
Central Borders Business Park	(1,000)	0	0	(1,000)	0	0	0	0	0	0	0	0	(1,000)
Developer Contributions													
Peebles Bridge	0	0	0	0	0	0	0	0	0	0	0	0	0
Reston Station Contribution	(595)	(645)	0	(1,240)	0	0	0	0	0	0	0	0	(1,240)
School Estate Block	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(700)	(1,000)
Capital Receipts	(2,300)	(1,760)	(300)	(4,360)								0	(4,360)
General Capital Grant	(14,432)	(15,392)	(14,000)	(43,824)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(98,000)	(141,824)
Plant & Vehicle Replacement - P&V Fund	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(14,000)	(20,000)
Synthetic Pitch Replacement Fund	0	(364)	0	(364)	(153)	(358)	(369)	(380)	(1,132)	(473)	(473)	(3,338)	(3,702)
Borrowing				0								0	0
- General	(16,438)	(12,834)	(8,666)	(37,938)	(8,657)	(13,020)	(8,533)	(1,571)	(1,772)	(1,375)	(1,795)	(36,723)	(74,661)
Waste Collection Vehicles - Non P&V Fund	(300)	(300)	0	(600)	0	0	(300)	(300)	0	0	0	(600)	(1,200)
Total	(43,912)	(46,198)	(40,064)	(130,174)	(31,798)	(30,049)	(25,884)	(18,945)	(19,601)	(18,545)	(18,965)	(163,787)	(293,961)