



# Scottish Borders Council

## Administration's Draft Financial Plans

20 February 2018



**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**

|   | <b>2018/19<br/>£'000</b> | <b>2019/20<br/>(Provisional)<br/>£'000</b> | <b>2020/21<br/>(Provisional)<br/>£'000</b> | <b>2021/22<br/>(Provisional)<br/>£'000</b> | <b>2022/23<br/>(Provisional)<br/>£'000</b> | <b>Total<br/>£'000</b> |
|---|--------------------------|--|--|--|--|------------------------|
| <b>Aggregate External Finance</b>                                 |                          |  |  |  |  |                        |
| 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                |
|   | <b>210,483</b>           | <b>203,699</b>                             | <b>198,941</b>                             | <b>196,068</b>                             | <b>193,238</b>                             | <b>1,002,429</b>       |
| <b>Repay Reserves</b>   | <b>(677)</b>             | <b>(677)</b>                               | <b>0</b>                                   | <b>0</b>                                   | <b>0</b>                                   | <b>(1,354)</b>         |
| <b>Earmarked Balance (including £0.767m SG funding)</b>           | <b>2,782</b>             | <b>0</b>                                   | <b>0</b>                                   | <b>0</b>                                   | <b>0</b>                                   | <b>2,782</b>           |
| <b>Council Tax (Band D £1,150.02 - increase of 3% in 2018/19)</b> | <b>60,077</b>            | <b>61,448</b>                              | <b>62,827</b>                              | <b>64,027</b>                              | <b>65,227</b>                              | <b>313,606</b>         |
| <b>Total</b>  | <b>272,665</b>           | <b>264,470</b>                             | <b>261,768</b>                             | <b>260,095</b>                             | <b>258,465</b>                             | <b>1,317,463</b>       |

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

|  | <b>3 yr<br/>operational<br/>£000's</b> | <b>7 year<br/>strategic<br/>£000's</b> | <b>Total<br/>£000's</b> | <b>Est External<br/>Funding<br/>£000's</b> | <b>Est. SBC<br/>Contribution<br/>£000's</b> |
|--|--|--|-------------------------|--|---|
| 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                                      |
| <b>Total</b>                             | <b>130,174</b>                         | <b>163,787</b>                         | <b>293,961</b>          | <b>73,116</b>                              | <b>220,845</b>                              |

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<br>£'000 | 2019/20<br>(Provisional)<br>£'000 | 2020/21<br>(Provisional)<br>£'000 | 2021/22<br>(Provisional)<br>£'000 | 2022/23<br>(Provisional)<br>£'000 | Total<br>£'000   |
|---|------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------|
| <b>Base Budget (approved 9 February 2017)</b>         | <b>267,647</b>   | <b>272,665</b>                    | <b>264,470</b>                    | <b>261,768</b>                    | <b>260,095</b>                    | <b>1,326,645</b> |
| 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            |
| <b>Total Pressures</b>                                | <b>16,449</b>    | <b>(2,680)</b>                    | <b>3,120</b>                      | <b>3,061</b>                      | <b>3,424</b>                      | <b>23,374</b>    |
| <b><u>Savings Proposals</u></b>                       |                  |                                   |                                   |                                   |                                   |                  |
| 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)          |
| Asset & 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)            |
| <b>Total Savings</b>                                  | <b>(11,431)</b>  | <b>(5,515)</b>                    | <b>(5,822)</b>                    | <b>(4,734)</b>                    | <b>(5,054)</b>                    | <b>(32,556)</b>  |
|   | <b>272,665</b>   | <b>264,470</b>                    | <b>261,768</b>                    | <b>260,095</b>                    | <b>258,465</b>                    | <b>1,317,463</b> |
| <b>Funding</b>  | <b>272,665</b>   | <b>264,470</b>                    | <b>261,768</b>                    | <b>260,095</b>                    | <b>258,465</b>                    | <b>1,317,463</b> |

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

|   | <b>3 yr<br/>operational<br/>£000's</b> | <b>7 year<br/>strategic<br/>£000's</b> | <b>Total<br/>£000's</b> | <b>Est External<br/>Funding<br/>£000's</b> | <b>Est. SBC<br/>Contribution<br/>£000's</b> |
|---|--|--|-------------------------|--|---|
| <b>Base Budget (approved 9 February 2017)</b> | <b>117,833</b>                         | <b>204,248</b>                         | <b>322,081</b>          | <b>(103,546)</b>                           | <b>218,535</b>                              |
| 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)                 |  | (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                                       |
| <b>Total Funding Adjustments</b>              | <b>12,341</b>                          | <b>(40,461)</b>                        | <b>(28,120)</b>         | <b>30,430</b>                              | <b>2,310</b>                                |
| <b>Funding</b>                                | <b>130,174</b>                         | <b>163,787</b>                         | <b>293,961</b>          | <b>(73,116)</b>                            | <b>220,845</b>                              |
| <b>Investment Proposals</b>                   |  |  |                         |  |   |
| 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   |
| <b>Total Investment</b>                       | <b>130,174</b>                         | <b>163,787</b>                         | <b>293,961</b>          | <b>(73,116)</b>                            | <b>220,845</b>                              |

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<br>£'000 | 2019/20<br>(Provisional)<br>£'000 | 2020/21<br>(Provisional)<br>£'000 | 2021/22<br>(Provisional)<br>£'000 | 2022/23<br>(Provisional)<br>£'000 | Total<br>£'000   | Capital<br>Investment<br>(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                                   |
| <b>Total</b>                               | <b>272,665</b>   | <b>264,470</b>                    | <b>261,768</b>                    | <b>260,095</b>                    | <b>258,465</b>                    | <b>1,317,463</b> | <b>293,961</b>                      |

## Corporate

### Corporate budget movements which cross more than one service

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

| Corporate Pressures                 | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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                                 |
| <b>Total Pressures</b>              | <b>3,562</b>      | <b>2,213</b>      | <b>2,348</b>      | <b>2,527</b>      | <b>2,810</b>      |  |

| Savings Proposals               | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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                |
| <b>Total Savings</b>               | <b>(3,670)</b>    | <b>(1,844)</b>    | <b>(4,915)</b>    | <b>(4,582)</b>    | <b>(4,904)</b>    |  |

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

## 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<br>£'000s | 7 year strategic<br>£'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   |
| <b>Total Investment</b>    | <b>10,920</b>              | <b>6,127</b>               | <b>17,047</b> | <b>(9,601)</b>       | <b>7,446</b>          |  |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)             |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>14,942</b>     | <b>14,042</b>     | <b>13,147</b>     | <b>13,088</b>     | <b>13,030</b>     |

| Budget Pressures                        | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Pressures</b>                  | <b>340</b>        | <b>(237)</b>      | <b>29</b>         | <b>29</b>         | <b>0</b>          |  |

## 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'000s | Detail  |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|---|
| <b>SB Cares</b>  |                   |                   |                   |                   |                   |   |
| 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 Homes   | (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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>LIVE BORDERS</b>  |                   |                   |                   |                   |                   |  |
| 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   |
| <b>Total Savings</b>   | <b>(1,240)</b>    | <b>(658)</b>      | <b>(88)</b>       | <b>(87)</b>       | <b>(85)</b>       |  |

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

## 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<br>£'000s | 7 year strategic<br>£'000s | TOTAL          | Est External<br>Funding | Est. SBC<br>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                                     |
| <b>Total Investment</b>               | <b>88,492</b>              | <b>109,740</b>             | <b>198,232</b> | <b>(61,215)</b>         | <b>137,017</b>           |   |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>28,473</b>     | <b>29,826</b>     | <b>27,027</b>     | <b>27,091</b>     | <b>27,266</b>     |

## 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Pressures</b>              | <b>2,907</b>      | <b>(2,255)</b>    | <b>184</b>        | <b>185</b>        | <b>185</b>        |   |

## 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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   |
| <b>Total Savings</b>  | <b>(1,554)</b>    | <b>(544)</b>      | <b>(120)</b>      | <b>(10)</b>       | <b>(10)</b>       |  |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget - Net</b>  | <b>29,826</b>     | <b>27,027</b>     | <b>27,091</b>     | <b>27,266</b>     | <b>27,441</b>     |



## Economic Development & Corporate Services

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

| Capital Investment               | 3 yr operational<br>£'000s | 7 year strategic<br>£'000s | Total<br>£'000s | Est External<br>Funding<br>£'000s | Est. SBC<br>Contribution<br>£'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 |
| <b>Total Investment</b>          | <b>5,305</b>               | <b>4,019</b>               | <b>9,324</b>    | <b>(1,000)</b>                    | <b>8,324</b>                       |   |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)           |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>141</b>        | <b>458</b>        | <b>208</b>        | <b>448</b>        | <b>438</b>        |

| Budget Pressures                 | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Pressures</b>           | <b>525</b>        | <b>(250)</b>      | <b>250</b>        | <b>0</b>          | <b>0</b>          |  |

## Economic Development & Corporate Services

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

| Savings Proposals                                     | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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   |
| <b>Total Savings</b>                                  | <b>(208)</b>      | <b>0</b>          | <b>(10)</b>       | <b>(10)</b>       | <b>(10)</b>       |  |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)           |
| <b>Base Budget - Net</b>  | <b>458</b>        | <b>208</b>        | <b>448</b>        | <b>438</b>        | <b>428</b>        |

## 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.<br>operational<br>£'000s | 7 year<br>strategic<br>£'000s | TOTAL        | Est External<br>Funding | Est. SBC<br>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     |
| <b>Total Investment</b>                          | <b>5,508</b>                   | <b>707</b>                    | <b>6,215</b> | <b>0</b>                | <b>6,215</b>             |   |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>47,218</b>     | <b>47,910</b>     | <b>46,880</b>     | <b>46,880</b>     | <b>46,880</b>     |

| Budget Pressures   | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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   |
| <b>Total Pressures</b>   | <b>2,090</b>      | <b>(534)</b>      | <b>0</b>          | <b>0</b>          | <b>0</b>          |  |

## 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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   |
| <b>Total Savings</b>   | <b>(1,398)</b>    | <b>(496)</b>      | <b>0</b>          | <b>0</b>          | <b>0</b>          |   |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget - Net</b>  | <b>47,910</b>     | <b>46,880</b>     | <b>46,880</b>     | <b>46,880</b>     | <b>46,880</b>     |

## 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<br>£'000s | 7 year strategic<br>£'000s | TOTAL         | Est External<br>Funding | Est. SBC<br>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  |
| <b>Total Investment</b>   | <b>17,321</b>              | <b>37,172</b>              | <b>54,493</b> | <b>(1,300)</b>          | <b>53,193</b>            |  |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)           |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>116,719</b>    | <b>117,023</b>    | <b>114,669</b>    | <b>114,047</b>    | <b>114,361</b>    |

| Budget Pressures                                       | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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   |
| <b>Total Pressures</b>  | <b>2,392</b>      | <b>(890)</b>      | <b>(91)</b>       | <b>319</b>        | <b>324</b>        |  |

| Savings Proposals   | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Savings</b>  | <b>(2,088)</b>    | <b>(1,464)</b>    | <b>(531)</b>      | <b>(5)</b>        | <b>(5)</b>        |   |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)           |
| <b>Base Budget - Net</b>  | <b>117,023</b>    | <b>114,669</b>    | <b>114,047</b>    | <b>114,361</b>    | <b>114,680</b>    |

## 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<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>18,833</b> | <b>18,635</b>     | <b>18,798</b>     | <b>18,827</b>     | <b>18,831</b>     |

| Budget Pressures                                   | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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  |
| Locality Public Nuisance Funding                   | 50                | (50)              | 0                 | 0                 |                   | £10k per locality for communities to bid into to deal with local antisocial behavioural issues   |
| <b>Total Pressures</b>                             | <b>113</b>        | <b>174</b>        | <b>4</b>          | <b>4</b>          | <b>94</b>         |  |

## 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)  |
| <b>Total Savings</b>                                | <b>(311)</b>      | <b>(11)</b>       | <b>25</b>         | <b>0</b>          | <b>0</b>          |   |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget - Net</b>  | <b>18,635</b>     | <b>18,798</b>     | <b>18,827</b>     | <b>18,831</b>     | <b>18,925</b>     |

## 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<br>£'000s | 7 year strategic<br>£'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 |
| <b>Total Investment</b>                | <b>1,728</b>               | <b>3,922</b>               | <b>5,650</b> | <b>0</b>             | <b>5,650</b>          |   |

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>30,130</b>     | <b>34,557</b>     | <b>33,373</b>     | <b>33,332</b>     | <b>33,329</b>     |

| Budget Pressures                        | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| Loans Charges to provide for capital    | 282               | 169               | 33                | 20                | 11                | Revenue cost of capital borrowing for new projects  |
| <b>Total Pressures</b>                  | <b>4,729</b>      | <b>(891)</b>      | <b>102</b>        | <b>(3)</b>        | <b>11</b>         |   |

| Savings Proposals                          | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Savings</b>                       | <b>(302)</b>      | <b>(293)</b>      | <b>(143)</b>      | <b>0</b>          | <b>0</b>          |  |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget - Net</b>  | <b>34,557</b>     | <b>33,373</b>     | <b>33,332</b>     | <b>33,329</b>     | <b>33,340</b>     |

## Human Resources

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

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)              |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>3,064</b>      | <b>2,634</b>      | <b>2,634</b>      | <b>2,634</b>      | <b>2,634</b>      |

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

| Savings Proposals                         | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 |
| <b>Total Savings</b>                      | <b>(79)</b>       | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>0</b>          |   |

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

## Regulatory Services

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

| Revenue Opening Position                           | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget (approved 9 February 2017) Net</b>  | <b>8,127</b>      | <b>7,688</b>      | <b>7,473</b>      | <b>7,727</b>      | <b>7,687</b>      |

| Budget Pressures                  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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                            |
| <b>Total Pressures</b>            | <b>142</b>        | <b>(10)</b>       | <b>294</b>        | <b>0</b>          | <b>0</b>          |  |

| Savings Proposals   | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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 Scotland Planning Authority (SPSA) 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<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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) |
| <b>Total Savings</b>  | <b>(581)</b>      | <b>(205)</b>      | <b>(40)</b>       | <b>(40)</b>       | <b>(40)</b>       |   |

| Revenue Closing Position  | 2018/19<br>£'000s | 2019/20<br>£'000s | 2020/21<br>£'000s | 2021/22<br>£'000s | 2022/23<br>£'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)          |
| <b>Base Budget - Net</b>  | <b>7,688</b>      | <b>7,473</b>      | <b>7,727</b>      | <b>7,687</b>      | <b>7,647</b>      |

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

|       | CAPITAL INVESTMENT PROPOSALS                        | 2018/19<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | Total<br>Operational<br>Plan | 2021/22<br>£'000 | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 | 2026/27<br>£'000 | 2027/28<br>£'000 | Total<br>Strategic<br>Plan | Total £'000 | Specific<br>Project<br>Funding | Net cost to<br>SBC Capital |
|-------|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------------------|-------------|--------------------------------|----------------------------|
|       | <b>Plant &amp; Vehicle Fund</b>                     |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
|       | 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                          |
|       | <b>Waste Collection Vehicles - Non P&amp;V Fund</b> |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
|       | 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                        |
|       | <b>Flood &amp; Coastal Protection</b>               |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
| 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                      |
|       | <b>Land and Property Infrastructure</b>             |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
| 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                      |
|       | <b>Road &amp; Transport Infrastructure</b>          |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
|       | 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                        |
|       | <b>Waste Management</b>                             |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |             |                                |                            |
| 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               | 550              | 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<br>£'000 | 2019/20<br>£'000 | 2020/21<br>£'000 | Total<br>Operational<br>Plan | 2021/22<br>£'000 | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 | 2026/27<br>£'000 | 2027/28<br>£'000 | Total<br>Strategic<br>Plan | Total £'000    | Specific<br>Project<br>Funding | Net cost to<br>SBC Capital |
|-------|---|------------------|------------------|------------------|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------------------|----------------|--------------------------------|----------------------------|
|       | <b>Corporate</b>                                |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
| 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                      |
|       | <b>School Estate</b>                            |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
|       | 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                     |
|       | <b>Sports Infrastructure</b>                    |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
| 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                        |
|       | <b>Culture &amp; Heritage</b>                   |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
| Block | Jim 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                        |
|       | Sir 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                         |
|       | <b>Economic Regeneration</b>                    |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
| 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                        |
|       | <b>Housing Strategy &amp; Services</b>          |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
|       | Private Sector Housing Grant - Adaptations      | 375              | 375              | 400              | 1,150                        | 400              | 400              | 425              | 425              | 425              | 450              | 450              | 2,975                      | 4,125          | 0                              | 4,125                      |
|       | <b>Social Care Infrastructure</b>               |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
| 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                      |
|       | <b>Other</b>                                    |                  |                  |                  |                              |                  |                  |                  |                  |                  |                  |                  |                            |                |                                |                            |
|       | Emergency & Unplanned                           | 300              | 300              | 300              | 900                          | 300              | 300              | 300              | 300              | 300              | 300              | 300              | 2,100                      | 3,000          | 0                              | 3,000                      |
|       | <b>Total</b>                                    | <b>43,912</b>    | <b>46,198</b>    | <b>40,064</b>    | <b>130,174</b>               | <b>31,798</b>    | <b>30,049</b>    | <b>25,884</b>    | <b>18,945</b>    | <b>19,601</b>    | <b>18,545</b>    | <b>18,965</b>    | <b>163,787</b>             | <b>293,961</b> | <b>(73,116)</b>                | <b>220,845</b>             |

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

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