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EXECUTIVE COMMITTEE TUESDAY, 15 NOVEMBER 2016

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 15 NOVEMBER 2016 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

8 November 2016

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 1 - 10) Minute of Meeting of Executive Committee of 1 November 2016 to be approved and signed by the Chairman (copy attached).	2 mins
5.	Quarterly Corporate Performance Report (Quarter 2, 2016/17) (Pages 11 - 74) Consider report by Chief Executive (copy attached).	20 mins
6.	Monitoring of the General Fund Revenue Budget 2016/17 (Pages 75 - 108) Consider report by Chief Financial Officer (copy attached).	10 mins
7.	Monitoring of the Capital Financial Plan 2016/17 (Pages 109 - 138) Consider report by Chief Financial Officer (copy attached).	10 mins
8.	Projected Balances at 31 March 2017 (Pages 139 - 150) Consider report by Chief Financial Officer (copy attached).	10 mins
9.	Corporate Transformation Progress Report (Pages 151 - 176) Consider report by Corporate Transformation and Services Director (copy attached).	10 mins
10.	Scrutiny Committee Recommendation (Pages 177 - 180)	10 mins

	Consider recommendation from Scrutiny Committee of 27 October 2016 regarding the Review of Bridges (extract of Minute attached).	
11.	Any Other Items Previously Circulated	
12.	Any Other Items which the Chairman Decides are Urgent	

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

Please direct any enquiries to Fiona Walling Tel:- 01835 826504
Email:- fwalling@scotborders.gov.uk

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 1 November, 2016 at 10.00 am

- Present:- Councillors S. Bell (Chairman – Economic Development Business), D. Parker, (Chairman - Other Business), C. Bhatia, J. Brown, M. J. Cook, V. Davidson, G. Edgar, J. Mitchell, D. Moffat, D. Paterson, F. Renton, R. Smith.
- Also present:- Councillors I Gillespie, S. Marshall, W. McAteer, A. Nicol.
- Apologies:- Councillors S. Aitchison
- In Attendance:- Corporate Transformation and Services Director, Service Director Regulatory Services, Chief Financial Officer, Chief Officer Economic Development, Democratic Services Team Leader, Democratic Services Officer (F. Walling).
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ECONOMIC DEVELOPMENT BUSINESS

Present: Mr J. Clark, Mr G. Henderson

CHAIRMAN

Councillor Bell chaired the meeting for consideration of the Economic Development business.

1. **ECONOMIC DEVELOPMENT UPDATE**
- 1.1 With reference to paragraph 1 of the Minute of 4 October 2016, there had been circulated copies of a briefing note providing an update on recent Economic Development activities. The Chief Officer Economic Development, Bryan McGrath, advised that for the period from 1 September 2016 to 31 October 2016 the Scottish Borders Business Fund received 4 applications and approved 2 grants valued at £4,198.23 supporting projects with a value of £8,396.47. These projects were forecast to create 2 jobs with an estimated economic impact of £70,078 GVA. In the same period the Scottish Borders Business Loan Fund received 1 application and approved 1 loan valued at £20,000. This loan was forecast to create 2.5 jobs with an estimated forecast economic impact of £146,245 GVA. Work on the Business Loans Scotland was nearly complete and a launch was imminent for the new £100k loan scheme.
- 1.2 In terms of Regeneration, the Borders Railway Ambassadors Pilot would conclude at the end of October. Funding was in place to deliver the Ambassadors service for 2017 with funding from the Council and £16.5k from the Borders Railway Blueprint Fund. The Council had submitted three applications for the first stage of the Scottish Government Regeneration Capital Grant Fund. The Newcastleton Hub and Community Fuel Pumps project had been invited by Scottish Government to submit a Stage 2 application. With regard to tourism support, Destination Scottish Borders were currently planning a Christmas shopping campaign in Galashiels, Selkirk, Hawick, Jedburgh, Melrose, Lauder and Kelso over two weekends in December. The Community Rail Partnership had been approached for financial support. This would be used to gather evidence for a bigger Christmas project in 2017, where there would be direct links to the Edinburgh Christmas

experience. In terms of funding the LEADER Local Action Group met in October 2016 and approved grant funding for two business projects, totalling £68,650 against projects valued at £286,257. The next application deadline for LEADER funding was 30 November 2016.

DECISION

NOTED the update.

2. IMPLICATIONS OF UK REFERENDUM VOTE TO LEAVE THE EUROPEAN UNION FOR THE SCOTTISH BORDERS

- 2.1 There had been circulated copies of a report by the Chief Executive setting out the implications of the UK Referendum Vote to Leave the European Union for the Scottish Borders and Scottish Borders Council and outlining how issues arising from this outcome were being addressed. The main implications related to : financial issues for the agricultural sector and for rural, regional and local economic development arising as a result of losing access to EU funding streams in the longer term; lack of access to major funding for economic development that may have arisen through the Southern Scotland NUTS 2 proposal; significant number of export orientated businesses in the Scottish Borders needing continued access to the Single European Market for trade purposes; and uncertainty of the long term status of the approximately 3,500 EU nationals living in the Scottish Borders. The report explained that, since the vote, the UK Government had taken actions which had sought to mitigate some of these issues. It had announced continued support for the farming sector on the same basis as the EU Common Agricultural Policy (CAP) up to 2020. Funding commitments had also been given for EU funded structural and investment projects signed after the Autumn Statement 2016 and which would continue after the UK had left the EU. In terms of the way forward, the Council Leader had recently written to the Prime Minister to raise the concerns of Scottish Borders Council and local businesses following the Referendum Vote. The South of Scotland Alliance also met with South of Scotland MSPs on the 28 September 2016 and discussed the implications of Brexit for the economy of the South of Scotland. The Alliance intended to meet Scottish Members of the European Parliament from the main political parties to discuss the Southern Scotland NUTS 2 proposal and develop an advocacy strategy on this matter.
- 2.2 In the ensuing discussion Mr Henderson reported that, in research carried out since the vote, there were two additional implications not included in the report about which members of Federation of Small Businesses (FSB) were also concerned. One issue was access to seasonal workforce essential for the operation of certain businesses and also there was concern about the knock-on costs of additional work to comply with regulations for export to different countries if the UK did not remain in the single market. Senior Policy Adviser, Douglas Scott, agreed to engage with Mr Henderson to take into account these points in the strategy being taken forward. It was recognised that there were still opportunities to influence the debate over the conditions of exit from the EU and to shape the future. Members referred to the significant challenge of the negotiations. It was emphasised that the Council should co-ordinate an ongoing lobbying strategy with organisations such as FSB, Chamber of Commerce, NFU and Higher Education establishments and Members agreed to add this to the recommendations. It was also agreed that the concerns of Scottish Borders Council on the implications of the UK vote to leave the EU and how these were being addressed should be incorporated into a press release.

DECISION

- (a) **NOTED the report and work already being carried out to highlight the implications for the Scottish Borders of the UK vote to leave the EU.**
- (b) **AGREED that the Council:-**

- (i) **support the South of Scotland Alliance to develop an advocacy strategy focused on securing special status for the South of Scotland in relation to future regional policy, so that the economic challenges facing the area were appropriately addressed; and**
- (ii) **work with other stakeholders in creating and executing a lobbying strategy.**

3. **BUSINESS GATEWAY PROGRESS REPORT 1 APRIL - 30 SEPTEMBER 2016**

With reference to paragraph 2 of the Minute of 10 May 2016, there had been circulated copies of a report by the Corporate Transformation and Services Director presenting an update on the performance of Business Gateway in the Scottish Borders, covering the period 1 April to 30 September 2016. The report advised that Business Gateway continued to perform well as an integrated part of the Council's Economic Development service. The introduction of area-focussed Growth Advisers in April 2016 had seen an improved spread of activity across the Borders, increased acceptance by private sector intermediaries and new business enquiries from companies who had not previously accessed the service. Progress against key performance targets was detailed within the report and the Performance Improvement Plan and progress to date was set out in an Appendix to the report. It was noted that performance against target had been strong when compared to last year. Events continued to be a key part of the success of Business Gateway. Principal Officer, Phil McCreadie, advised that 7 workshops had been held across the area during the period, in Kelso, Eyemouth and Galashiels with a total of 28 attendees. These were in addition to the regular weekly workshops that were run at Ettrick Riverside, Selkirk and which continued to be well attended. Mr McCreadie reminded Members of the Scottish Borders Business Week 2016 which would run from 7 – 11 November 2016 and would involve 12 events in addition to the Borders Business Excellence Awards on Friday 11 November, run by Scottish Borders Chamber of Commerce. Members discussed the report and received answers to their questions. With regard to European Regional Development Fund (ERDF) targets recorded in the table within the report, Mr McCreadie agreed to the request to inform Members of the actual number of businesses assisted to export for the first time when this information became available. Members recognised the need to focus on assistance to businesses to export particularly in view of the implications of the UK vote to leave the EU.

DECISION

- (a) **NOTED the successful performance of the Business Gateway Service in this period and the actions planned for the future.**
- (b) **AGREED to:-**
 - (i) **continue to receive regular progress reports to monitor performance; and**
 - (ii) **request that the Business Gateway provide an annual report and update to Committee in June 2017.**

4. **VISITSCOTLAND INFORMATION PROVISION**

- 4.1 With reference to paragraph 5 of the Minute of 3 November 2015, there had been circulated copies of a report by the Corporate Transformation and Services Director providing an update on how VisitScotland was responding to changes in the way visitors now accessed information and made holiday decisions and how this was impacting on the performance of the manned visitor information service in the Scottish Borders. The Chairman extended a welcome to Douglas Wilson, Regional Director of VisitScotland, who was in attendance. Mr McGrath highlighted the main points of the report. VisitScotland currently operated and managed five VisitScotland iCentres in the Scottish

Borders, providing face to face information services, including an accommodation and ticketing service. The VisitScotland iCentres were partially funded via an annual Minute of Agreement (MOA) between Scottish Borders Council and VisitScotland. The centres located in Jedburgh, Peebles and Hawick operated all year round while centres in Melrose and Kelso operated on a seasonal basis. The report referred to trends indicating that online usage for visitor information and booking would continue to rise. In line with this trend, Scottish Borders VisitScotland iCentres had experienced an overall decline in footfall in recent years while there had been a significant rise in website visits and digital referrals to Scottish Borders businesses. Overall, Scottish Borders VisitScotland iCentres had experienced a 12% decline in footfall between 2015/16 and 2014/15. There was also a 21.9% fall in the overall number of bookings made in the same period. The specific results and analysis were set out in an appendix to the report. Recognising the change in consumer behaviour and demand, VisitScotland was undertaking a national review of information provision and the overall customer experience, looking at the best way to ensure that information was delivered to more people in more places using the channels that visitors used the most.

- 4.2 In a discussion of the report and the visitor iCentres data provided, local Members for Hawick pointed out that the numbers visiting the iCentre in Hawick had actually increased by about 4,000 over the last 5 years and they expressed disappointment with the negative perception of the figures given within the report. It was suggested that the prominent position of the iCentre next to the Heart of Hawick complex may have contributed to the increase in visitor numbers at this location. With regard to the business membership of VisitScotland and the management of bookings Members recognised that there were a number of issues impacting on the figures. They suggested a distinction between those businesses who managed their own marketing through other prominent well-used tourist websites and those who joined VisitScotland for marketing services and booking arrangements. Mr Wilson emphasised that the key to the way forward was the way people were accessing information and that the reality was a decline in physical visitor numbers to centres. He accepted that the question of how to include and engage with the section of businesses referred to was challenging as VisitScotland may not necessarily fit their business models. It was agreed that the provision of tourist information was part of digital transformation not necessarily centred on buildings. Members indicated that they would like to see more use of 'Interactive Screens' at key outdoor locations and it was agreed that free WiFi and/or improved mobile coverage in town centres would be a significant attraction for visitors.

DECISION AGREED:-

- (a) to invite senior managers from VisitScotland to provide a briefing for all elected Members on VisitScotland's Customer Experience Strategy and its developing approach to information provision in the Scottish Borders and the rest of Scotland; and**
- (b) to request that a further report on tourism information provision be brought to the Committee in 2017 once VisitScotland had finalised its review.**

5. SCOTTISH BORDERS COUNCIL EVENTS PLAN 2014 - 2020 - PROGRESS REPORT

- 5.1 With reference to paragraph 3 of the Economic Development Group Minute of 20 March 2014, there had been circulated copies of a report by the Corporate Transformation and Services Director presenting an update on the Scottish Borders Council's Events Plan 2014-2020. The Council successfully facilitated and supported the delivery of a wide range of regional, national and international events. This coordinated and targeted approach to promoting events in the Scottish Borders has had a significant impact on the economy, generating an estimated economic impact of £8 million per year. These events raised the profile and enhanced the reputation of the Scottish Borders, and delivered social and community benefits. The Economic Development Service currently had a

budget of £100k annually to support events development in the Scottish Borders. This did not include direct financial support to local Common Ridings and Festivals. The Events Plan 2014-2020 was included as an appendix to the report. This outlined the approach to prioritising event support activity and progress to date. Some of the key highlights since 2014 were listed. The aim was to build on the rich heritage of events currently in the Borders and to encourage new and different events that could offer a unique experience to visitors.

- 5.2 Members discussed the report and expressed views about where funding support should be directed and at what point an event should cease to be subsidised by the Council and be expected to be financially sustainable. Mr McGrath agreed to look into the provision of support for equestrian events which, it was accepted, contributed significantly to economic activity in the area and where opportunities could be currently missed. A question was raised about the lack of facilities for camping /caravanning in many areas of the Borders and that the provision of this type of facility for accommodation was a contributing factor towards the success of events, as demonstrated at Springwood Park. In response to a question about the value of in-kind support for events provided by other services across the Council, which was in addition to the £100k annual investment, the Corporate Transformation and Services Director agreed to look into this and provide an approximate figure.

DECISION

- (a) **NOTED the achievements and progress made in relation to the Scottish Borders Council Events Plan 2014-2020.**
- (b) **AGREED:-**
- (i) **to approve the updated Scottish Borders Council Events Plan until 2020 to support the events sector to maximise economic impact and legacy; and**
- (ii) **the need to prioritise and target the available resources towards events with the most potential to raise the profile of the Scottish Borders and benefit the economy.**

6. SCOTTISH BORDERS CYCLE TOURISM STRATEGY

- 6.1 With reference to paragraph 11 of the Minute of 7 June 2016, there had been circulated copies of a report by the Corporate Transformation and Services Director updating Members on the consultation process and seeking approval for the Scottish Borders Cycle Tourism Strategy 2016-2021. It was explained that the overall aim for the Scottish Borders Cycle Tourism Strategy was to boost the Scottish Borders economy and accelerate the growth of cycling from an events and tourism perspective. The Scottish Borders was already a recognised destination for cycling in the UK and, in line with the Council's manifesto 'Ambitious for the Borders', the vision was to be seen as one of Britain's premier destinations for cycling by 2021. A consultation exercise, which invited views from relevant partners, stakeholders and interested groups, resulted in over 70 responses being received. The draft strategy was subsequently updated and an action plan produced. The Scottish Borders Cycle Tourism Strategy 2016-2021 was included as Annex 1 to the report with an Action Plan specifically for 2017/2018 set out in Annex 2. The report also referred to The Tour o' the Borders closed-road cycling event which was an excellent example of the type of event that could help to raise the profile of cycling in the Scottish Borders. In discussion with officers the event organisers had confirmed that the race would shift to a new date for next year, 3 September 2017. This was later than previous years and would now avoid the school holidays. It also put the event into the 'shoulder' months, which helped support a longer season for tourism businesses.

MEMBER

Councillor Edgar left the meeting during the business discussed below.

- 6.2 Members welcomed the report and Cycle Tourism Strategy. In the ensuing discussion a distinction was made between support for leisure and event cycling. Members would like to see infrastructure developed for leisure cycling and suggested where this should be carried out but the significant resource implications were recognised. It was noted that the Council had identified £57k from Economic Development which could be targeted to support cycling events activity. However a further £58k would require to be identified from Council and partner sources to deliver actions relating to additional marketing and infrastructure development. In relation to recommendation (c), Members stressed that the Council should support cycling and cycling events across all areas of the Borders.

Councillor Smith, seconded by Councillor Bhatia moved as an amendment that the following words be removed from recommendation (c): 'and to continue supporting and encouraging this cycle event and others as part of the Cycle Tourism Strategy' and that a further recommendation (d) be added as follows: Agreed 'the importance of supporting and encouraging cycle events across the Borders'. The motion was unanimously agreed.

- 6.3 In response to a question about the background to the change of date of the Tour o' the Borders, Members were advised that this decision had followed consultation with Council officers and with interested parties.

VOTE

Councillor Davidson, seconded by Councillor Renton, moved as an amendment that the first word of recommendation (c) be changed from 'support' to 'note'.

Councillor Cook, seconded by Councillor Brown, moved against this amendment.

On a show of hands Members voted as follows:

In favour of the amendment - 4 votes

Against the amendment - 6 votes

The amendment accordingly fell.

DECISION

AGREED:-

- (a) to approve the Scottish Borders Cycle Tourism Strategy 2016-2021 as set out in Annex 1 to the report;**
- (b) to approve the Action Plan for 2017/2018 as set out in Annex 2 to the report and note the actions that were already resourced and those for which resources were still to be identified;**
- (a) to support the decision to move the Tour o' the Borders closed road cycle event to 3 September 2017; and**
- (b) the importance of supporting and encouraging cycle events across the Borders.**

7. SCOTTISH GOVERNMENT REVIEW OF ENTERPRISE & SKILLS REPORT ON PHASE 1

With reference to the recent announcement by the Scottish Government in respect of the Review of Enterprise and Skills, there had been circulated copies of the Scottish Government report on Phase 1. The Chairman welcomed the findings of the review and particularly the announcement that there would be a new vehicle created to meet the enterprise and skills needs of the South of Scotland. He expressed thanks to all the

officers involved in the considerable amount of work over a long period of time advocating the South of Scotland position now being reflected in this decision. The report outlined the background and focus of the review and summarised the key themes which had emerged. It was explained that the review had benefited from the input of the Ministerial Review Group which comprised individuals with business expertise, business organisations, colleges and universities, the National Union of Students, COSLA and the STUC. The review would be carried out in two phases and the report covered the findings of the first phase. It set out headline aims and the changes needed now to deliver on economic growth and inclusion ambitions. The Chairman highlighted the important sections of the report but stressed that the detail of how the board would operate, and the boundary of the South of Scotland area, had yet to be defined. Members noted that this development was long overdue and that detail of staffing and resource structure was still to be provided. However, they welcomed the initiative and direction of travel and recognised the opportunities that the proposal could present.

**DECISION
NOTED.**

ADJOURNEMENT

The meeting adjourned at 11.55 am and reconvened at 12.10 pm.

OTHER BUSINESS

CHAIRMAN

Councillor Parker took the Chair for the remaining business.

8. **MINUTE**

The Minute of meeting of the Executive Committee of 18 October 2016 had been circulated.

DECISION

APPROVED for signature by the Chairman.

9. **WINTER SERVICE PLAN FOR YEAR 2016/17**

There had been circulated copies of a report by the Service Director Assets and Infrastructure. The report presented a review of the performance of Scottish Borders Council's Winter Service during 2015/16, including the impact of severe storms on the roads infrastructure. The report went on to present the Council's Winter Service Plan for 2016/17 which was attached as an appendix. It was explained that the Council provided a winter service on nearly 3,000km of roads across the Scottish Borders. The winter of 2015/16 was not particularly bad in terms of snow and ice but the region did experience very wet conditions, storms and flooding that led to deterioration of the roads network and subsequent pressures on the Roads service. These pressures, in dealing with the aftermath of storms and works required through Bellwin, had meant that the resources had not been available to do a full review of the 2015/16 Plan. Therefore the Winter Service Plan for 2016/17 was similar in terms of policy, priorities, routes, call out arrangements and resource planning. It should be noted however that significant work had been done on the plan prior to 2015/16, including public consultation. Reference was also made to the approval given by the Executive Committee, on 29 September 2015, to amend the 2015/16 Winter Service Plan by defining a secondary salting route network in urban and rural areas across the Scottish Borders. It was agreed that particular issues and questions from Members about the Winter Service should be taken up with the Infrastructure Manager at a drop-in session on 16 November 2016.

DECISION

- (a) NOTED the performance of the SBC Winter Service during 2015/16 and the impact of last winter and the damage caused to the roads infrastructure as a result of severe storms.**
- (b) AGREED:-**
 - (i) to endorse the Winter Service Plan for 2016/17 as detailed in the appendix to the report; and**
 - (ii) to consider amendments to the plan for Winter 2017/18 in the Autumn of 2017.**

MEMBER

Councillor Edgar returned to the meeting during the discussion below.

10. HIGH STREET OUTDOOR TABLES AND CHAIRS - TRIAL PERMIT PROPOSAL

There had been circulated copies of a report by the Chief Officer - Roads, proposing the introduction of a 3 year trial permit system, with review after one year, to allow catering establishments across the Scottish Borders to place tables and chairs temporarily outside their premises. The report advised that the Council's Roads Network section was aware that carefully placed tables and chairs on High Streets could greatly enhance the look and feel of the area, as well as contributing to sustainable economic growth within the Scottish Borders. Currently, some establishments applied for planning permission to place tables and chairs but some did not. This led to variations in quality and could compromise public safety, especially for those who were visually impaired. It was therefore recognised that there was a need to have a consistent approach in place to make sure that tables and chairs were placed in a safe and sensible manner and were of a quality that would not be detrimental to the look and feel of High Streets. The report, based on the temporary placement of tables and chairs as well as the necessary associated temporary barriers, proposed that a 3 year permit trial was undertaken to ensure that streets were kept safe and to enhance townscapes across the Scottish Borders. Listed within the report were the terms and conditions proposed for the tables and chairs permit. In their discussion of the report Members agreed in principle that the 'café culture' in High Streets should be encouraged and that there should be consistency of approach towards the issue of tables and chairs. However there were questions raised about the detail behind the proposal and different views expressed about certain of the proposed conditions to be fulfilled in order for a permit to be issued. After a lengthy debate it was agreed to defer consideration of the introduction of the permit system to allow officers to consult with relevant businesses and interested parties and to come back with further information. With regard to a timeline for the proposal, the aim would be to enable a permit system to be put in place by summer of 2017.

DECISION

AGREED:-

- (a) to defer, for further information, consideration of the introduction of a trial permit system, to allow tables and chairs to be placed outside catering establishments; and**
- (b) to request the Chief Officer - Roads to carry out a consultation in respect of the proposed permit system with interested parties to include:**
 - (i) those businesses who had been identified as having placed tables and chairs outside their establishment when weather allowed;**

- (ii) Community Councils; and**
 - (iii) local Access Panels.**
- (c) to request the Chief Officer - Roads to include, in his report to a future meeting, the findings of the consultation, information on the implications to businesses of the proposed permit system and policies operated by other Local Authorities in this regard.**

MEMBERS

Councillors Davidson and Renton left the meeting during the discussion below.

11. UNAUTHORISED SIGNS AND OBSTRUCTIONS WITHIN THE ROAD BOUNDARY

There had been circulated copies of a report by the Chief Officer - Roads, presenting three options to revise the existing policy to allow officers to deal with unauthorised signs, banners, posters, sandwich boards and other obstructions frequently found in and around towns in the Scottish Borders. It was explained that Scottish Borders Council had statutory duties under the Roads (Scotland) Act 1984 and under the Town and Country Planning (Control of Advertising) (Scotland) Regulations 1984 to ensure that roads remain unobstructed, safe and free from unauthorised signage. A policy was developed and approved by the Executive on 16 October 2007. In addition, as property owner, the Council had common law rights to regulate whether any items could be attached to or deposited on its own property. For reference, Appendix 1 to the report contained information on relevant generic definitions currently applicable and Appendix 2 the Policy/Guidance on Unauthorised Signs and Obstructions within the Road Boundary. Despite a policy being in place, the Council received frequent complaints, relating to road safety and aesthetic issues, from members of the public concerning signs and banners erected on footways and road sides. The vast majority of these signs and barriers were contrary to the relevant legislation in place and as such a review of the policy was proposed. One option would be a policy devised to completely ban all unauthorised signs, banners, posters and other obstructions. Another option to ignore the issue unless complaints were received was not considered an appropriate way forward. The recommended option was to develop a revised policy that would better define what items such as advertising banners, trader's goods and sandwich boards may or may not be tolerated, ensuring that the whole community could benefit both socially and economically. Members discussed at length the terms of the recommended option which were listed within the report. There was general agreement that there should be a coherent policy approach to the control of unauthorised signs and obstructions. However, differing views were expressed as to whether this should be the prescriptive approach favoured in the report or whether there should be some flexibility for the application of discretion and the approach be one of guidance rather than policy. In respect of commercial advertising, Members recognised the need to balance the pressures on businesses to advertise with concerns relating to road and pedestrian safety. It was accepted that revision of the policy was being brought forward to Members to consider in response to complaints from the public. In conclusion it was agreed that further information about the practical application of the proposed option was required before a decision could be made.

DECISION

AGREED:-

- (a) to defer, for further information, consideration of the policy revision regarding unauthorised signs and obstructions within the road boundary; and**
- (b) to request the Chief Officer Roads to provide a report to a future meeting with information about the practical application of the recommended option**

for policy revision including a worked-up example of application of the proposed policy in a particular location.

12. **PRIVATE BUSINESS**

DECISION

AGREED under section 50a(4) of the local government (scotland) act 1973 to exclude the public from the meeting during consideration of the business detailed in the appendix to this minute on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 6 and 9 of part 1 of schedule 7a to the act.

13. **MINUTE**

The Committee approved the Private Minute of 18 October 2016.

The meeting concluded at 1.20 pm

QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 2, 2016/17)

Report by Chief Executive

EXECUTIVE COMMITTEE

15 November 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1.**
- 1.2 SBC approved a Corporate Plan in April 2013, with 8 priorities that it wishes to address for the Scottish Borders over a 5 year period. In order to monitor progress against the eight priorities, this review of performance information is undertaken quarterly and presented to Executive Committee.
- 1.3 A summary of the main changes made to performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. Appendix 1 provides a more detailed presentation and explanation of each Performance Indicator (PI). Where possible, information that is collected on a *quarterly* basis is presented but this is not possible for all areas of Council business, for example, school attainment. The presentation used in Appendix 1 is consistent with what was presented to Council on 26 June 2014 and to the Executive Committee each quarter thereafter.
- 1.4 All information contained within this report is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs".

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Notes the changes to performance indicators outlined in Section 4 of this report;**
 - (b) **Acknowledges and notes the performance presented in Section 5 and within Appendix 1 and the action that is being taken within Services to improve or maintain performance.**

3 BACKGROUND TO SBC PERFORMANCE REPORTING

- 3.1 SBC approved a Corporate Plan in April 2013. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities. This plan was updated and approved by SBC in October 2015, with an ongoing commitment made to the same values, standards, vision and eight priorities.
- 3.2 In order to ensure that these eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for its work with Community Planning partners. Again, this PMF was updated and approved by SBC in October 2015.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within Appendix 1 and presents a mixture of PIs with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing in terms of addressing the agreed corporate priorities.

4 CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve, and will be refined to reflect policy and service changes on an ongoing basis. There are a few minor changes to performance indicators since the Quarter 1 (2016/17) report presented in August 2016. These are outlined below:
 - (a) **Priority 1** – no change to PIs;
 - (b) **Priority 2** – high level exam performance covering attainment for S4, S5 and S6 pupils for academic year 2015/16 has been included;
 - (c) **Priority 3** – 3 new indicators are now included for Adult Protection and cover the **number of concerns, investigations** and **case conferences held**; the Safer Communities Team has finalised their action plan and had aimed to include some additional PIs this quarter. This has not been possible due to reporting complexities in data received from external partners and will hopefully be addressed for the next reporting period;
 - (d) **Priority 4** – the Scottish Landfill Communities Fund is now operational with indicators covering the **number of awards, value of funds awarded** and the **total project cost** contributed to; In order to reflect work being done by Health and Social Care Locality Co-ordinators, locality data covering **feeling unsafe, feeling lonely or isolated, Attendance at A&E** and **Falls 75+** has been included within the infographic and will be built upon as local health and social care work develops;
 - (e) **Priority 5** – no change to PIs;
 - (f) **Priority 6** – no change to PIs;
 - (g) **Priority 7** – no change to PIs;
 - (h) **Priority 8** – no change to PIs.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) £43k of business grants were awarded in Q2 (across 13 applications), up on both last quarter and the same time last year;
- (b) The average times taken to process household and non-household planning applications continue to show long-term positive trends, with times decreasing each quarter for non-householder over the last year, and are lower than last year's average times;
- (c) Exam results across S4 continue to show positive improvement with more pupils achieving awards at level 5 (S4), S5 pupils have also showed improvement at level 6 (S5), and S6 pupils maintaining their performance from the previous year;
- (d) Uptake of Self Directed Support (SDS) continues to show positive progress, with 41% of people, who have a financial record with SBC, now using the approach to plan and manager their own care;
- (e) 97% of new service users (social work) now received a service within six weeks of assessment, up from 96% last quarter;
- (f) The Landfill Communities Fund finally restarted with 6 awards in Q2 equating to £128k of funding awarded (towards projects with total project costs of £828k). SBC's Community Grant Scheme and Lottery funding continue to perform well;
- (g) The annual average community recycling centre rate continues to steadily increase with a Q2 rise of 2.33% taking the rate to 54.74%, its highest position for over two years;
- (h) At the end of quarter 2, SBC employed 36 apprentices (24 male and 12 female) across a range of services and currently has seven student placements;
- (i) Communities continue to benefit from the contracts that SBC awards, with 15 new employment and skills opportunities being delivered during Q2 as a result of the inclusion of "Community Benefit Clauses" in these contracts;
- (j) Energy consumption has reduced by around 11% compared to Q2 2015/16, in part due to the transfer of two sites to LiveBorders but this does not account for the total reduction. The associated cost for energy consumed also shows a fall of approximately 8% for the first half of this year in comparison to the previous year;
- (k) 92% of all Freedom of Information requests received were completed on time during Q2, much improved since end of 2015/16;
- (l) The average time taken, in working days, to respond to complaints at stage one and two has reduced and are within targets set.

5.2 Performance measures – summary of key concerns/improvement areas

- (a) Employment rate has seen a decrease since last quarter, down from 76.8% to 75.7% (one quarter lag in data) but is still higher than both the UK and Scottish rate. (Scottish rates have also decreased, with concerns in the national media about people falling "out of employment"). The claimant count for 18-24 years olds has risen slightly since the last quarter, from 3.33% to 3.83% and is above the Scottish rate, but below the UK rate;

- (b) Business Gateway figures are slightly below target for the second quarter in a row in terms of new business start-ups. However, the new geographical split for advisers, aligned to the five localities, is starting to have a positive effect with the number of businesses supported through Business Gateway remaining high;
- (c) Q2 has seen an increase in the number of pupils excluded from both Primary and Secondary school. These were predominantly singular events, with low number of repeat exclusions, and were due to a number of isolated incidents within a few schools. Given the increase this quarter (after a sustained period of decrease), SBC's policy on exclusion is being reviewed to ensure that it is consistently applied across all schools in the Scottish Borders and is only used as a last resort and where a head teacher has no other option. A continued focus on inclusion will ensure that SBC works towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people;
- (d) The % of Looked After Children, age 12+ , in a family based placement still remains below the ambitious target at 76% (target = 80%) but is seeing steady improvement over the longer term and improved since last quarter;
- (e) There has been a small increase in both the number of inter-agency referral discussions (IRD) held (where there is a concern about a child) and the number of children on the Child Protection Register when compared to Quarter 1. Following a review of the process, a change to the way in which IRDs are recorded was introduced in September 2016 which means that IRDs are now more robustly recorded and there is increased integrity in the data. IRDs remain the main method of discussion around the child where there are child protection concerns;
- (f) There has been an increase of 23 domestic abuse incidents for the year to date when compared to the same time period in 2015/16 which equates to a 5.4% increase. The future of the service is secured to 31st March 2017, with contributions from Scottish Government and partner agencies. Staffing remains a critical issue for the service, with maternity cover, staff sickness etc. leaving little resilience in the service;
- (g) The occupancy rate for Council owned industrial and commercial units has decreased to 86% this quarter, due to one tenant vacating 10 storage units at Meeks Yard, Eyemouth (the business concerned now has its own larger premises within the town). Other local authorities historically have set a target of 80% for their occupancy level, so SBC continues to perform above this;
- (h) The average time to respond to complaints after escalation rose to 18.8 days and is above the SBC average for last year. This is mainly down to 1 complaint taking 41 days to resolve due to problems identifying a solution for the customer and the customer not responding to Council Officer communications seeking additional information. The number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints is below the target of 100%. However it has risen to 83.3% from 50% last quarter and is down to only one complaint that did not meet the 20 day timeframe.

- 5.3 The technical report at Appendix 1 provides detail against every PI for both Elected Members and for members of the public. This information can also now be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and then by clicking on "Scottish Borders Performs". Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council to evidence how it fulfils its legal duty to provide best value to people.

6 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

6.3 Equalities

- (a) As part of SBC's Equality Duty, officers are currently reviewing SBC's Equality Mainstreaming report 2013-17, with a view to refreshing the document for the next 5 year period, which will include a consultation exercise.
- (b) The performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) are currently being reviewed and an update on progress will form part of the consultation.

6.4 Acting Sustainably

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

6.5 Carbon Management

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

6.6 Rural Proofing

Not applicable.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into this report.
- 7.2 The Depute Chief Executive People, the Depute Chief Executive Place, the Corporate Transformation and Services Director, the Chief Social Work Officer, the Chief Officer Health & Social Care Integration, The Service Director Children & Young People, the Service Director Neighbourhood Services, the Service Director Roads, the Service Director Assets and Infrastructure and the Communications and Marketing team have also been consulted and their comments have been incorporated into this report.

Approved by

**Tracey Logan
Chief Executive**

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Corporate Performance and Information Manager, Tel: 01835 826542

Background Papers:

Previous Minute Reference: Scottish Borders Council Executive Committee, 7 June 2016.

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

Contact Sarah Watters, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 826542, swatters@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q2 2016/17

HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during Q2 2016/17, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; **ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.**

KEY

A mixture of performance information is provided under each priority:

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). While the Council may have influence over these indicators, they are largely contextual in nature, and the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%
of people **aged between 16-64**
are now in employment

Scotland	73.1%
SB last year	78.3%

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

APPRENTICESHIPS

42
apprentices are employed
with SBC as of Q1 2016/17

(up from 25 in Q1 15/16)

- green - improved performance
- amber - a minor change in performance
- red - area for improvement


OUR CORPORATE PRIORITIES



01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH HOW ARE WE DOING?

July 2016 - September 2016:

EMPLOYMENT RATE*		CLAIMANT COUNT (16-64YR OLDS)		CLAIMANT COUNT (18-24YR OLDS)		PLANNING APPLICATIONS	
75.7% of people aged between 16-64 are now in employment		1.6% of working age people are now out of work and claiming benefits		3.83% of young people are now out of work and claiming benefits		327 received during Q2 2016/17 	
Scotland Q1 16/17	72.9%	Scotland Q2 16/17	2.2%	Scotland Q2 16/17	3.23%	SB Q2 15/16	312
SB Q1 15/16	76.7%	SB Q2 15/16	1.6%	SB Q2 15/16	3.77%		

Wider Impact on our Economy




SBC's Business Loan Fund continues to provide access to finance for small businesses, to develop projects that would not otherwise happen and meet requirements of the normal business cycle. In Quarter 2 of 2016/17, loans are forecast to create 2.5 jobs.

The Grapevine in Galashiels has recently benefited from the fund after engaging with the Borders Railway Tourism Business Development Programme. They secured a £20,000 loan to establish themselves in the town's Douglas Bridge, working with Business Gateway to work up their plan and application to the funding stream. Grapevine owner Will Haegeland said "The Business Loan Fund is a real help to anyone trying to establish a new business".

Page 18








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

Our performance during Q2 2016/17

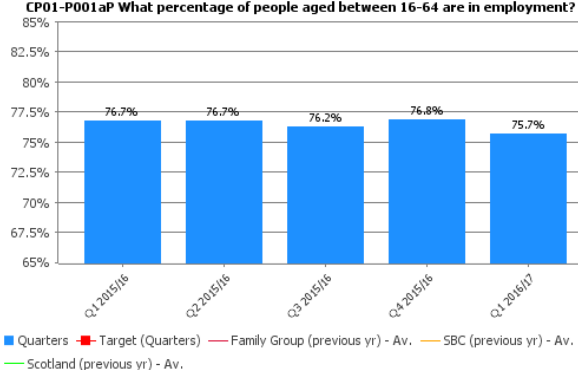


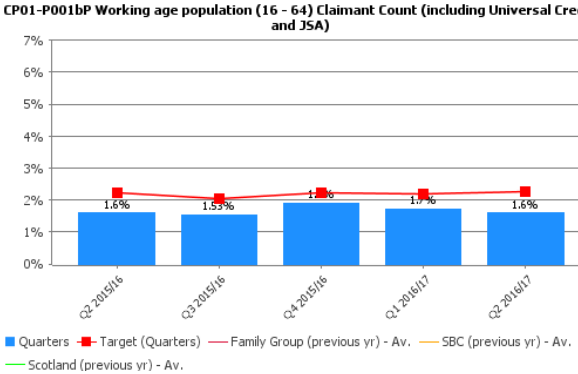


BUSINESS GATEWAY 56 new businesses were created with our help  (down from 65 in Q2 15/16)	BUSINESS LOANS AND GRANTS £20k was approved in loans over 1 successful application to the Scottish Borders Business Loan Fund  (up from £0 in Q2 15/16)	INVOICES PAID Invoices paid within 30 days 85% on average were paid within 30 days in Q2 2016/17 (down from 92% on Q2 15/16)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* During Q1 2016/17 average times were: There were no major applications determined this quarter Q1 Scotland = 39.3 weeks
283 businesses were supported in Q2 2016/17  (up from 226 in Q2 15/16)	£43.6k was approved in grants over 13 successful applications to the Scottish Borders Business Fund (up from £23.4k in Q2 15/16)		8.6 weeks for non-householders (Q1 Scotland = 10.8 weeks)
			6.5 weeks for householders (Q1 Scotland = 7.1 weeks)



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

KEY	 positive long term trend (in comparison with same time last year)	 negative long term trend (in comparison with same time last year)	 Little long term change (in comparison with same time last year)	 on target	 just off target	 off target	 data only
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Priority 1: Sustainable Economic Development –Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Working age population (16 - 64) employment	<p>CP01-P001aP What percentage of people aged between 16-64 are in employment?</p>  <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	75.7%	<p>Observations: The number of people in work is now 54,300, which is 900 less than in Q4 of 2015/16. The Scottish Borders rate remains higher than both the Scottish rate (72.9%) and the UK rate (73.8%).</p> <p>Note: One quarter lag in data</p>			Bryan McGrath
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p>  <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	1.6%	<p>Observations: There were 1080 people claiming out of work benefits in September, 45 less than in June. The Borders rate (1.6%) is lower than the Scottish rate of 2.2% and just slightly lower than the UK rate of 1.8%. The rate is similar to the same time last year (when it was 1.5%)</p> <p>Note: the Scottish figure has been shown as the "target" (in red), and is for comparison purposes only</p>			Bryan McGrath

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <caption>Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>3.77%</td> </tr> <tr> <td>Q3 2015/16</td> <td>3.27%</td> </tr> <tr> <td>Q4 2015/16</td> <td>4.2%</td> </tr> <tr> <td>Q1 2016/17</td> <td>3.7%</td> </tr> <tr> <td>Q2 2016/17</td> <td>3.83%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2015/16	3.77%	Q3 2015/16	3.27%	Q4 2015/16	4.2%	Q1 2016/17	3.7%	Q2 2016/17	3.83%	3.83%	<p>Observations: The average rate of people aged 18-24 claiming out of work benefits was 3.83% in Q2, slightly higher than the Scottish rate of 3.7% (which has been used as the target, marked in red), and higher than last quarter. At the end of September 2016, there were 300 young people claiming out of work benefits, 20 higher than the end of last quarter and the same time last year.</p> <p>Note: the Scottish figure has been shown as the "target" (in red), and is for comparison purposes only</p>			Bryan McGrath
Quarter	Value (%)																	
Q2 2015/16	3.77%																	
Q3 2015/16	3.27%																	
Q4 2015/16	4.2%																	
Q1 2016/17	3.7%																	
Q2 2016/17	3.83%																	
<p>Page 29</p> <p>Number of new Business Start Ups -Through Business Gateway</p>	<p>CP01-P001dP How many new businesses has Business Gateway help create?</p> <table border="1"> <caption>Number of new Business Start Ups -Through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>65</td> </tr> <tr> <td>Q3 2015/16</td> <td>37</td> </tr> <tr> <td>Q4 2015/16</td> <td>85</td> </tr> <tr> <td>Q1 2016/17</td> <td>56</td> </tr> <tr> <td>Q2 2016/17</td> <td>56</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	65	Q3 2015/16	37	Q4 2015/16	85	Q1 2016/17	56	Q2 2016/17	56	56	<p>How are we performing: Start-up figures are on forecast for the year and should rise slightly over the winter months. Additional focus is being put on identifying Higher Value start businesses.</p> <p>Actions we are taking to improve/maintain performance: There are now 2 start-up advisers in post which will see an increase in activity locally.</p>			Bryan McGrath
Quarter	Value																	
Q2 2015/16	65																	
Q3 2015/16	37																	
Q4 2015/16	85																	
Q1 2016/17	56																	
Q2 2016/17	56																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Business supported through Business Gateway Page 21	<p>CP01-P001eP How many businesses has Business Gateway supported?</p> <table border="1"> <caption>Businesses supported through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>226</td> </tr> <tr> <td>Q3 2015/16</td> <td>273</td> </tr> <tr> <td>Q4 2015/16</td> <td>315</td> </tr> <tr> <td>Q1 2016/17</td> <td>269</td> </tr> <tr> <td>Q2 2016/17</td> <td>283</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	226	Q3 2015/16	273	Q4 2015/16	315	Q1 2016/17	269	Q2 2016/17	283	283	<p>How are we performing: The number of businesses receiving support through BG remains at a steady level. The most encouraging factor is that this number now has a wider spread due to the geographic focus (aligned to SBC's area forum localities) of the advisers.</p> <p>Actions we are taking to improve/maintain performance: The new geographical focus for the advisers is having a positive impact with more referrals coming in from the private sector intermediaries and new businesses finding out about Business Gateway.</p>			Bryan McGrath
Quarter	Value																	
Q2 2015/16	226																	
Q3 2015/16	273																	
Q4 2015/16	315																	
Q1 2016/17	269																	
Q2 2016/17	283																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001fP How many loans to local businesses did we award?</p> <table border="1"> <caption>Data for CP01-P001fP</caption> <thead> <tr> <th>Quarter</th> <th>Loans Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>0</td> </tr> <tr> <td>Q3 2015/16</td> <td>3</td> </tr> <tr> <td>Q4 2015/16</td> <td>4</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> </tr> <tr> <td>Q2 2016/17</td> <td>1</td> </tr> </tbody> </table>	Quarter	Loans Awarded	Q2 2015/16	0	Q3 2015/16	3	Q4 2015/16	4	Q1 2016/17	1	Q2 2016/17	1	1	<p>Observations: One loan was approved in this Quarter. Another loan application was withdrawn.</p>			Bryan McGrath
Quarter	Loans Awarded																	
Q2 2015/16	0																	
Q3 2015/16	3																	
Q4 2015/16	4																	
Q1 2016/17	1																	
Q2 2016/17	1																	
Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001gP How much money did those loans add up to?</p> <table border="1"> <caption>Data for CP01-P001gP</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>£0.00</td> </tr> <tr> <td>Q3 2015/16</td> <td>£57,504.00</td> </tr> <tr> <td>Q4 2015/16</td> <td>£72,000.00</td> </tr> <tr> <td>Q1 2016/17</td> <td>£11,250.00</td> </tr> <tr> <td>Q2 2016/17</td> <td>£20,000.00</td> </tr> </tbody> </table>	Quarter	Value (£)	Q2 2015/16	£0.00	Q3 2015/16	£57,504.00	Q4 2015/16	£72,000.00	Q1 2016/17	£11,250.00	Q2 2016/17	£20,000.00	£20,000	<p>These funds were approved for one application.</p>			Bryan McGrath
Quarter	Value (£)																	
Q2 2015/16	£0.00																	
Q3 2015/16	£57,504.00																	
Q4 2015/16	£72,000.00																	
Q1 2016/17	£11,250.00																	
Q2 2016/17	£20,000.00																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Scottish Borders Business Fund - Number of grants	<p>CP01-P001HP How many grants to local businesses did we award?</p> <table border="1"> <caption>CP01-P001HP Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>8</td> </tr> <tr> <td>Q3 2015/16</td> <td>9</td> </tr> <tr> <td>Q4 2015/16</td> <td>10</td> </tr> <tr> <td>Q1 2016/17</td> <td>11</td> </tr> <tr> <td>Q2 2016/17</td> <td>13</td> </tr> </tbody> </table>	Quarter	Number of Grants	Q2 2015/16	8	Q3 2015/16	9	Q4 2015/16	10	Q1 2016/17	11	Q2 2016/17	13	13	<p>Observations: 13 grants were awarded from 14 applications submitted in this Quarter.</p>			Bryan McGrath
Quarter	Number of Grants																	
Q2 2015/16	8																	
Q3 2015/16	9																	
Q4 2015/16	10																	
Q1 2016/17	11																	
Q2 2016/17	13																	
Scottish Borders Business Fund - Value of grants	<p>CP01-P001IP How much money did those grants add up to?</p> <table border="1"> <caption>CP01-P001IP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>£23,430.27</td> </tr> <tr> <td>Q3 2015/16</td> <td>£29,396.71</td> </tr> <tr> <td>Q4 2015/16</td> <td>£23,684.88</td> </tr> <tr> <td>Q1 2016/17</td> <td>£35,093.50</td> </tr> <tr> <td>Q2 2016/17</td> <td>£43,619.44</td> </tr> </tbody> </table>	Quarter	Value (£)	Q2 2015/16	£23,430.27	Q3 2015/16	£29,396.71	Q4 2015/16	£23,684.88	Q1 2016/17	£35,093.50	Q2 2016/17	£43,619.44	£43,619.44	The amount of grant awarded in this Quarter was larger than for any Quarter since the start of 2015-16.			Bryan McGrath
Quarter	Value (£)																	
Q2 2015/16	£23,430.27																	
Q3 2015/16	£29,396.71																	
Q4 2015/16	£23,684.88																	
Q1 2016/17	£35,093.50																	
Q2 2016/17	£43,619.44																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Planning Applications Received	<p>CP01-P001j Number of Planning Applications Received</p> <table border="1"> <caption>Number of Planning Applications Received</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>~320</td> </tr> <tr> <td>Q3-2015/16</td> <td>~310</td> </tr> <tr> <td>Q4-2015/16</td> <td>~300</td> </tr> <tr> <td>Q1-2016/17</td> <td>~330</td> </tr> <tr> <td>Q2-2016/17</td> <td>327</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (yellow line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2-2015/16	~320	Q3-2015/16	~310	Q4-2015/16	~300	Q1-2016/17	~330	Q2-2016/17	327	327	<p>Observations:</p> <p>The number of planning applications has increased since last quarter and is higher than it was at the same time last year, which is positive in terms of the local economy.</p> <p>As the number of application is dependent on market conditions and actions by third party, the planning service has limited impact on increasing the number of applications received.</p>			Brian Frater
Quarter	Value																	
Q2-2015/16	~320																	
Q3-2015/16	~310																	
Q4-2015/16	~300																	
Q1-2016/17	~330																	
Q2-2016/17	327																	
<p>Page 24</p> <p>Processing time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p>	<p>CP01-P001kP How long in weeks does it take on average to process all planning applications for major developments?</p> <table border="1"> <caption>Processing Time (wks) for Major Developments</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2015/16</td> <td>5.4</td> </tr> <tr> <td>Q2-2015/16</td> <td>0.0</td> </tr> <tr> <td>Q3-2015/16</td> <td>0.0</td> </tr> <tr> <td>Q4-2015/16</td> <td>49.9</td> </tr> <tr> <td>Q1-2016/17</td> <td>0.0</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (yellow line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q1-2015/16	5.4	Q2-2015/16	0.0	Q3-2015/16	0.0	Q4-2015/16	49.9	Q1-2016/17	0.0	0.0	<p>Observations:</p> <p>There were no major applications determined in the first quarter of 2016/17.</p> <p>Note: One quarter lag in data</p> <ul style="list-style-type: none"> The yellow line shows SBC's average time during the previous year, and will be used for comparison purposes throughout 16/17 The green line shows Scotland's average for the previous year, and will be used for comparison purposes throughout 16/17 			Ian Aikman
Quarter	Value																	
Q1-2015/16	5.4																	
Q2-2015/16	0.0																	
Q3-2015/16	0.0																	
Q4-2015/16	49.9																	
Q1-2016/17	0.0																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	<p>CP01-P001IP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>17.9</td> </tr> <tr> <td>Q2 2015/16</td> <td>19.2</td> </tr> <tr> <td>Q3 2015/16</td> <td>17.1</td> </tr> <tr> <td>Q4 2015/16</td> <td>14.8</td> </tr> <tr> <td>Q1 2016/17</td> <td>8.6</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q1 2015/16	17.9	Q2 2015/16	19.2	Q3 2015/16	17.1	Q4 2015/16	14.8	Q1 2016/17	8.6	8.6	<p>How are we performing: The time taken to determine non-householder local applications has seen an appreciable improvement from the annual 2015/16 figure of 17.4 weeks to 8.6 weeks in the first quarter of 2016/17. This performance relates well when measured against the Scottish average of 10.8 weeks for the same quarter.</p> <p>Actions we are taking to improve/maintain performance: Our performance is influenced heavily by the number of legal agreements required under the developer contributions policy but improvement action to streamline this process is now bringing clear improvements in performance.</p> <p>Note: One quarter lag in data Coloured lines as above</p>			Ian Aikman
Quarter	Value (wks)																	
Q1 2015/16	17.9																	
Q2 2015/16	19.2																	
Q3 2015/16	17.1																	
Q4 2015/16	14.8																	
Q1 2016/17	8.6																	
Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P001mP How long in weeks does it take on average to process all planning applications for household developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>6.7</td> </tr> <tr> <td>Q2 2015/16</td> <td>6.9</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.5</td> </tr> <tr> <td>Q4 2015/16</td> <td>6.4</td> </tr> <tr> <td>Q1 2016/17</td> <td>6.5</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q1 2015/16	6.7	Q2 2015/16	6.9	Q3 2015/16	6.5	Q4 2015/16	6.4	Q1 2016/17	6.5	6.5	<p>How are we performing: There has been a marginal increase in the time taken to determine householder applications to 6.5 from 6.4 the previous quarter. The figure still reflects a progressive improvement in performance in recent years from 7.7 weeks in 2014/15 and 8.6 weeks in 2013/14 and is below the annual 2015/16 figure of 6.7 weeks. The figure is below the Scottish national average of 7.1 weeks for the first quarter of 2016/17.</p> <p>Actions we are taking to improve/maintain performance: As above</p> <p>Note: One quarter lag in data Coloured lines as above</p>			Ian Aikman
Quarter	Value (wks)																	
Q1 2015/16	6.7																	
Q2 2015/16	6.9																	
Q3 2015/16	6.5																	
Q4 2015/16	6.4																	
Q1 2016/17	6.5																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
% of Invoices paid within 30 days	<p>CP01-P001rP How many invoices, received by us, were paid within 30 days of receiving the invoice?</p> <table border="1"> <caption>Data for CP01-P001rP Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>% of Invoices Paid</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>93%</td> </tr> <tr> <td>Q3 2015/16</td> <td>91%</td> </tr> <tr> <td>Q4 2015/16</td> <td>90%</td> </tr> <tr> <td>Q1 2016/17</td> <td>94%</td> </tr> <tr> <td>Q2 2016/17</td> <td>85%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	% of Invoices Paid	Q2 2015/16	93%	Q3 2015/16	91%	Q4 2015/16	90%	Q1 2016/17	94%	Q2 2016/17	85%	85%	<p>How are we performing: There has been a reduction in the % of invoices paid within 30 days in Q2. This can be largely attributed to increased workloads within the service due to staff reductions and significant additional work associated with Bellwin related flooding jobs.</p> <p>Actions we are taking to improve/maintain performance: There is a 3 month plan to turn around this position and the position is being continuously monitored. However, with the introduction of new IT systems as part of the CGI contract, we need to examine the whole invoice payment process and ensure that it is fit for purpose in the context of reducing resources.</p>			Lynn Mirley
Quarter	% of Invoices Paid																	
Q2 2015/16	93%																	
Q3 2015/16	91%																	
Q4 2015/16	90%																	
Q1 2016/17	94%																	
Q2 2016/17	85%																	

IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, ENSURING AN INCLUSIVE APPROACH

HOW ARE WE DOING?



July 2016 - September 2016:

Scottish Borders Exam Results

Scottish Borders pupils continued to achieve, with another year of strong performance across exams in S4, S5 and S6.

Here are some of their stories:

"In total I achieved five Highers and six National 5s - absolutely chuffed this year with my Higher English result of an A despite a D in last year's exams - proves hard work does pay off."
William McLelland (Peebles High School)

"I opened my results in school and I was really pleased with my five Highers. Even though I am dyslexic, the teachers really helped me through and it shows that it didn't hold me back. I am really proud of this! I tried to do my best, it was very challenging and I am looking forward to the future."
Tricia Catto (Galashiels Academy)

"I was very happy with my results but I think my mother was even more excited than I was. Having already achieved one Higher, I'll be coming back to do so more, ready to start thinking about what my options for the future might be."
Stephanie Amos (Selkirk High School)

"I had worked hard so I'm really pleased that all that effort paid off and I got the results I was hoping for. With the success of these results, I can now go into S5 to study five Highers. I'm not clear what my career pathway will be so I'm keeping my options open at this stage."
Struan Henderson (Kelso High School)

Page 27

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

Exam results academic year 2015/16

S4 PUPIL ATTAINMENT 2015/16

42.62%
 achieved **5+ SCQF Level 5** (National 5s) or above

(up from 38% in 2014/15)

S6 PUPIL ATTAINMENT 2015/16

33.9%
 achieved **5+ SCQF Level 6** (Higher) or above

(matches 34% in 2014/15)

S5 PUPIL ATTAINMENT 2015/16

16.6%
 achieved **5+ SCQF Level 6** (Higher) or above

(up from 15% in 2013/14)

S6 PUPIL ATTAINMENT 2015/16

21.3%
 achieved **1+ SCQF Level 7** (Advanced Highers) or above

(up from 18.6% in 2013/14)

Our performance during Q2 2016/17

ATTENDANCE (AUG - SEP 2016/17 SCHOOL YEAR)

97.02%
 pupils **attended** their **primary school**

Scottish average for 14/15 = 95.1%

EXCLUSIONS (AUG - SEP 2016/17 SCHOOL YEAR)

14 Primary
50 Secondary

Aug-Sep 15/16 6 Prim/33 Secon

94%
 pupils **attended** their **secondary school**

Scottish average for 14/15 = 91.8%



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

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By								
What % of primary and secondary school pupils attend school?	<p>CP02-P24P What % of primary and secondary school pupils attend school?</p> <table border="1"> <caption>Attendance Trends (CP02-P24P)</caption> <thead> <tr> <th>Year</th> <th>Attendance %</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>94.5%</td> </tr> <tr> <td>2015/16</td> <td>94.5%</td> </tr> <tr> <td>2016/17</td> <td>94.5%</td> </tr> </tbody> </table>	Year	Attendance %	2014/15	94.5%	2015/16	94.5%	2016/17	94.5%	95.4%	<p>Observations: Attendance across primary and secondary schools remains above 95% and in line with the previous year's trends.</p> <p>SBC attendance rates at primary and secondary level are above national rates.</p>			Donna Manson
Year	Attendance %													
2014/15	94.5%													
2015/16	94.5%													
2016/17	94.5%													
What % of primary school pupils attend school?	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p> <table border="1"> <caption>Attendance Trends (CP02-P11aP)</caption> <thead> <tr> <th>Year</th> <th>Attendance %</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>95.1%</td> </tr> <tr> <td>2015/16</td> <td>95.1%</td> </tr> <tr> <td>2016/17</td> <td>95.1%</td> </tr> </tbody> </table>	Year	Attendance %	2014/15	95.1%	2015/16	95.1%	2016/17	95.1%	97.02%	<p>How are we performing: Attendance within primary schools continues to exceed the Scottish average recorded in 2014/15 (95.1%).</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with families to ensure attendance rates increase.</p>			Donna Manson
Year	Attendance %													
2014/15	95.1%													
2015/16	95.1%													
2016/17	95.1%													

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table border="1"> <caption>Secondary School Attendance Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>93.5%</td> <td>95.0%</td> <td>92.0%</td> <td>92.0%</td> </tr> <tr> <td>2015/16</td> <td>93.5%</td> <td>94.0%</td> <td>92.0%</td> <td>92.0%</td> </tr> <tr> <td>2016/17</td> <td>92.0%</td> <td>94.0%</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	93.5%	95.0%	92.0%	92.0%	2015/16	93.5%	94.0%	92.0%	92.0%	2016/17	92.0%	94.0%	-	-	94%	<p>How are we performing: Attendance continues to be maintained at the same levels as 2015/16 for Q2.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with parents to ensure attendance increases. At secondary school, ongoing improvements and changes to the curriculum helps to ensure that the needs of all young people are effectively met, further encouraging attendance.</p>			Donna Manson
Year	Q1	Q2	Q3	Q4																						
2014/15	93.5%	95.0%	92.0%	92.0%																						
2015/16	93.5%	94.0%	92.0%	92.0%																						
2016/17	92.0%	94.0%	-	-																						
How many primary and secondary school pupils were excluded?	<p>CP02-P25P How many primary and secondary school pupils were excluded?</p> <table border="1"> <caption>Excluded Pupils Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>58</td> <td>56</td> <td>61</td> <td>92</td> </tr> <tr> <td>2015/16</td> <td>45</td> <td>40</td> <td>38</td> <td>62</td> </tr> <tr> <td>2016/17</td> <td>42</td> <td>64</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	58	56	61	92	2015/16	45	40	38	62	2016/17	42	64	-	-	64	<p>How are we performing: Q2 has seen an increase in the number of pupils excluded from both Primary and Secondary school. These were predominantly singular events, with low number of repeat exclusions, and were due to a number of isolated incidents within a few schools.</p> <p>Actions we are taking to improve/maintain performance: Given the increase this quarter, after a sustained period of decrease, our policy on exclusion is being reviewed to ensure that it is consistently applied across all schools in the Scottish Borders and is only used as a last resort and where a head teacher has no other option. A continued focus on inclusion will ensure that we work towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people.</p>			Donna Manson
Year	Q1	Q2	Q3	Q4																						
2014/15	58	56	61	92																						
2015/16	45	40	38	62																						
2016/17	42	64	-	-																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
How many primary school pupils were excluded?	<p>CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)</p> <table border="1"> <caption>Data for CP02-P09aP</caption> <thead> <tr> <th>Year</th> <th>Group 1</th> <th>Group 2</th> <th>Group 3</th> <th>Group 4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>15</td> <td>12</td> <td>9</td> <td>10</td> </tr> <tr> <td>2015/16</td> <td>5</td> <td>5</td> <td>3</td> <td>12</td> </tr> <tr> <td>2016/17</td> <td>9</td> <td>14</td> <td>0</td> <td>6</td> </tr> </tbody> </table>	Year	Group 1	Group 2	Group 3	Group 4	2014/15	15	12	9	10	2015/16	5	5	3	12	2016/17	9	14	0	6	14	See above			Donna Manson
Year	Group 1	Group 2	Group 3	Group 4																						
2014/15	15	12	9	10																						
2015/16	5	5	3	12																						
2016/17	9	14	0	6																						
How many secondary school pupils were excluded?	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p> <table border="1"> <caption>Data for CP02-P09bP</caption> <thead> <tr> <th>Year</th> <th>Group 1</th> <th>Group 2</th> <th>Group 3</th> <th>Group 4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>43</td> <td>33</td> <td>32</td> <td>61</td> </tr> <tr> <td>2015/16</td> <td>23</td> <td>57</td> <td>34</td> <td>80</td> </tr> <tr> <td>2016/17</td> <td>32</td> <td>50</td> <td>0</td> <td>56</td> </tr> </tbody> </table>	Year	Group 1	Group 2	Group 3	Group 4	2014/15	43	33	32	61	2015/16	23	57	34	80	2016/17	32	50	0	56	50			Donna Manson	
Year	Group 1	Group 2	Group 3	Group 4																						
2014/15	43	33	32	61																						
2015/16	23	57	34	80																						
2016/17	32	50	0	56																						

Page 30

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Schools/Nurseries inspected per Quarter	<p>CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?</p> <table border="1"> <caption>CP02-P21P Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>3</td> <td>0</td> </tr> <tr> <td>2015/16</td> <td>0</td> <td>2</td> </tr> <tr> <td>2016/17</td> <td>1</td> <td>0</td> </tr> </tbody> </table>	Year	Q1	Q2	2014/15	3	0	2015/16	0	2	2016/17	1	0	0	<p>Observations:</p> <p>No inspections have occurred in Q2.</p>	n/a		Donna Manson
Year	Q1	Q2																
2014/15	3	0																
2015/16	0	2																
2016/17	1	0																
<p>Page 34</p> <p>What % of pupils in S4 gained 5 or more awards at level 5 or better? (Level 5 equates to a "National 5 Award" in the SCQF: Scottish Credit and Qualification Framework)</p>	<p>CP02-P04P What % of pupils in S4 gained 5 or more awards at level 5 or better (Level 5 equates to a "National 5 Award" in the SCQF: Scottish Credit and Qualification Framework)?</p> <table border="1"> <caption>CP02-P04P Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>37.32%</td> </tr> <tr> <td>2014/15</td> <td>38.43%</td> </tr> <tr> <td>2015/16</td> <td>42.62%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	37.32%	2014/15	38.43%	2015/16	42.62%	42.62%	<p>How are we performing:</p> <p>The number of pupils achieving 5 or more National 5s in S4 has increased for the third year. The move to this exam from Standard Grades has shown a steady increase in achievement.</p>			Donna Manson				
Year	Percentage																	
2013/14	37.32%																	
2014/15	38.43%																	
2015/16	42.62%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By								
<p>What % of pupils in S5 gained 5 or more awards at level 6 or better?</p> <p>(Level 6 equates to a "Higher Award" in the SCQF)</p>	<p>CP02-P04aP What % of pupils in S5 gained 5 or more awards at level 6 or better (Level equates to a "Higher Award" in the SCQF)?</p> <table border="1"> <caption>CP02-P04aP Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>14.9%</td> </tr> <tr> <td>2014/15</td> <td>15.8%</td> </tr> <tr> <td>2015/16</td> <td>16.6%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	14.9%	2014/15	15.8%	2015/16	16.6%	16.6%	<p>How are we performing: Continuing increase in the number of pupils achieving 5 or more Higher awards in S5.</p> <p>Actions we are taking to improve/maintain performance: Schools continue to set ambitious targets for young people, this combined with a more inclusive approach saw an extension of the range of provision across the Borders. This resulted in an increase in presentation levels (i.e. pupils being put forward for exams) and numbers achieving higher levels</p>			Donna Manson
Year	Percentage													
2013/14	14.9%													
2014/15	15.8%													
2015/16	16.6%													
<p>What % of pupils in S6 gained 5 or more awards at level 6 or better?</p> <p>(Level 6 equates to a "Higher Award" in the SCQF)</p>	<p>CP02-P04bP What % of pupils in S6 gained 5 or more awards at level 6 or better (Level equates to a "Higher Award" in the SCQF)?</p> <table border="1"> <caption>CP02-P04bP Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>30%</td> </tr> <tr> <td>2014/15</td> <td>34.3%</td> </tr> <tr> <td>2015/16</td> <td>33.9%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	30%	2014/15	34.3%	2015/16	33.9%	33.9%	<p>How are we performing: Maintenance of the percentage of pupils achieving 5 or more Higher or Advanced Higher results in S6.</p> <p>Actions we are taking to improve/maintain performance: Schools have introduced greater rigour into the senior curriculum to ensure leavers achieve high quality accreditation as well as a plethora of experiences such as employment skills.</p>			Donna Manson
Year	Percentage													
2013/14	30%													
2014/15	34.3%													
2015/16	33.9%													

03

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

July 2016 - September 2016:

SELF-DIRECTED SUPPORT APPROACH 41.0% of adults are using the Self-Directed Support approach (at end Sep 2016)	DOMESTIC ABUSE 448 reported incidents of domestic abuse	CRIMES AND OFFENCES 1551 group 1-5 crimes and offences were recorded	WELFARE BENEFITS SERVICE 716 people contacted our Welfare Benefits Service receiving over £2.16m in additional benefits
SB (Sep '15) 14.8%	SB Q2 15/16 425	SB Q2 15/16 1516	SB Q2 15/16 696

What is an IRD?

The Inter-Agency Referral Discussion (IRD) is a tripartite discussion between Police, Health and Social Work (often also involving education and 3rd sector). The key purpose of the IRD is to determine the need for a Child Protection Investigation, action necessary to support this (such as the need for a medical examination etc.) and the need for any immediate protective action by co-ordinating information across agencies.

Page 33

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

Our performance during Q1 2016/17

CARE AT HOME 76% of adults (aged 65yrs+) received care at home compared to a care home /residential setting (at end Sep 2016) (above our target of 70%)	LOOKED AFTER CHILDREN 220 looked after children (at end Sep 2016)	ADULT PROTECTION During Q2 2016/17 66 concerns were raised (up from 54 Q2 2015/16)	CHILD PROTECTION 138 inter-agency discussions (Initial Referrals Discussions) concerning the safety of a child held (up from 87 from Q2 2015/16)
NEW SERVICE USERS 97% of new service users received a service within 6 weeks of assessment (at end Sep 2016) (up from 96% at Q2 2015/16)	86% of looked after children (across all ages) were living within a community family-based placement (at end Sep 2016) (up from 84% at Q2 2015/16)	40 investigations were carried out (up from 23 Q2 2015/16)	66 children on the Child Protection Register (at end Sep 2016)
		8 case conferences were held (up from 3 Q2 2015/16)	(up from 23 at Q2 2015/16)



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

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.	<p>CP03-P02b % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</p> <table border="1"> <caption>Data for CP03-P02b</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>~68</td> </tr> <tr> <td>Q3 2015/16</td> <td>~69</td> </tr> <tr> <td>Q4 2015/16</td> <td>~70</td> </tr> <tr> <td>Q1 2016/17</td> <td>~71</td> </tr> <tr> <td>Q2 2016/17</td> <td>76</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2 2015/16	~68	Q3 2015/16	~69	Q4 2015/16	~70	Q1 2016/17	~71	Q2 2016/17	76	76%	<p>How are we performing: Increasing number of adults over 65 are now able to remain at home, compared to those in a care home / residential setting.</p> <p>Actions we are taking to improve/maintain performance: We continue to assess clients under the Self Directed Support (SDS) approach and review their needs which ensure they are able to remain within the community.</p>			Elaine Torrance
Quarter	Value (%)																	
Q2 2015/16	~68																	
Q3 2015/16	~69																	
Q4 2015/16	~70																	
Q1 2016/17	~71																	
Q2 2016/17	76																	
Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records	<p>CP03-P04b Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <caption>Data for CP03-P04b</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>~15</td> </tr> <tr> <td>Q3 2015/16</td> <td>~16</td> </tr> <tr> <td>Q4 2015/16</td> <td>~20</td> </tr> <tr> <td>Q1 2016/17</td> <td>~31</td> </tr> <tr> <td>Q2 2016/17</td> <td>41</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2 2015/16	~15	Q3 2015/16	~16	Q4 2015/16	~20	Q1 2016/17	~31	Q2 2016/17	41	41.0%	<p>How are we performing: We are seeing a continuing increase in existing and new clients being assessed using the SDS approach.</p> <p>Actions we are taking to improve/maintain performance: We have set an ambitious internal target and aim to have all clients, existing and new, using this approach by April 2017. At present we are slightly behind this target but continue to review and monitor our performance with respect to the target set.</p>			Elaine Torrance
Quarter	Value (%)																	
Q2 2015/16	~15																	
Q3 2015/16	~16																	
Q4 2015/16	~20																	
Q1 2016/17	~31																	
Q2 2016/17	41																	

Page 38

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Adults with self-directed care arrangements per 1,000 population	<p>CP03-P04 Adults with self-directed care arrangements per 1,000 population</p> <table border="1"> <caption>Data for CP03-P04</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>6.0</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.2</td> </tr> <tr> <td>Q4 2015/16</td> <td>7.8</td> </tr> <tr> <td>Q1 2016/17</td> <td>10.0</td> </tr> <tr> <td>Q2 2016/17</td> <td>12.82</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	6.0	Q3 2015/16	6.2	Q4 2015/16	7.8	Q1 2016/17	10.0	Q2 2016/17	12.82	12.82	<p>Observations Continuing increase in this figure as more clients are moved onto the SDS approach from Direct payments and new clients are assessed using the SDS approach.</p> <p>A national rate of 6.58 was published in February 2016 (calculated from 2014/15 Social Care Return) and indicates that SBC compares very well.</p>			Elaine Torrance
Quarter	Value																	
Q2 2015/16	6.0																	
Q3 2015/16	6.2																	
Q4 2015/16	7.8																	
Q1 2016/17	10.0																	
Q2 2016/17	12.82																	
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P28 Proportion of new service users who receive a service within 6 weeks of assessment (year to date)</p> <table border="1"> <caption>Data for CP03-P28</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>96.5%</td> </tr> <tr> <td>Q3 2015/16</td> <td>93.5%</td> </tr> <tr> <td>Q4 2015/16</td> <td>95.5%</td> </tr> <tr> <td>Q1 2016/17</td> <td>96.5%</td> </tr> <tr> <td>Q2 2016/17</td> <td>97%</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	96.5%	Q3 2015/16	93.5%	Q4 2015/16	95.5%	Q1 2016/17	96.5%	Q2 2016/17	97%	97%	<p>How are we performing: With new process embedded and methods of recording assessment understood this indicator has shown a steady recovery and is now maintained above the target of 95%.</p> <p>Actions we are taking to improve/maintain performance: We are continuing to train and update the process to ensure we meet and exceed the 6 week target.</p>			Elaine Torrance
Quarter	Value																	
Q2 2015/16	96.5%																	
Q3 2015/16	93.5%																	
Q4 2015/16	95.5%																	
Q1 2016/17	96.5%																	
Q2 2016/17	97%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Adult protection - Number of Concerns	<p>CP03-P149 Adult protection - Number of Concerns</p> <table border="1"> <caption>CP03-P149 Adult protection - Number of Concerns</caption> <thead> <tr> <th>Quarter</th> <th>Number of Concerns</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>55</td> </tr> <tr> <td>Q3 2015/16</td> <td>45</td> </tr> <tr> <td>Q4 2015/16</td> <td>40</td> </tr> <tr> <td>Q1 2016/17</td> <td>48</td> </tr> <tr> <td>Q2 2016/17</td> <td>66</td> </tr> </tbody> </table>	Quarter	Number of Concerns	Q2 2015/16	55	Q3 2015/16	45	Q4 2015/16	40	Q1 2016/17	48	Q2 2016/17	66	66	<p>Observations: A referral is recorded when an adult is known or believed to be at risk. For an adult to be considered at risk their circumstances are reviewed under a 3 point test:</p> <ol style="list-style-type: none"> 1. are unable to safeguard their own well-being, property, rights or other interests; 2. are at risk of harm; and 3. because they are affected by disability, mental disorder, illness or physical or mental infirmity, are more vulnerable to being harmed than adults who are not so affected. <p>All three points of this criteria must be met for a referral to progress to an investigation.</p> <p>The number of concerns raised in Q2 is higher than the same time last year and is the highest number raised in any quarter in the last two years</p>	n/a		Elaine Torrance
Quarter	Number of Concerns																	
Q2 2015/16	55																	
Q3 2015/16	45																	
Q4 2015/16	40																	
Q1 2016/17	48																	
Q2 2016/17	66																	
Adult protection - Number of Investigations	<p>CP03-P150 Adult protection - Number of Investigations</p> <table border="1"> <caption>CP03-P150 Adult protection - Number of Investigations</caption> <thead> <tr> <th>Quarter</th> <th>Number of Investigations</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>23</td> </tr> <tr> <td>Q3 2015/16</td> <td>8</td> </tr> <tr> <td>Q4 2015/16</td> <td>10</td> </tr> <tr> <td>Q1 2016/17</td> <td>27</td> </tr> <tr> <td>Q2 2016/17</td> <td>40</td> </tr> </tbody> </table>	Quarter	Number of Investigations	Q2 2015/16	23	Q3 2015/16	8	Q4 2015/16	10	Q1 2016/17	27	Q2 2016/17	40	40	<p>Observations: Following a referral, if the adult is considered at risk, further investigation may be required to substantiate the risk and circumstances surrounding the concern/referral.</p> <p>In line with the number of concerns raised the number progressing to an investigation is higher in Q2 than at any point over the last two years.</p>	n/a		Elaine Torrance
Quarter	Number of Investigations																	
Q2 2015/16	23																	
Q3 2015/16	8																	
Q4 2015/16	10																	
Q1 2016/17	27																	
Q2 2016/17	40																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Adult protection - Number of Case Conferences	<p>CP03-P151 Adult protection - Number of Case Conferences</p> <table border="1"> <caption>CP03-P151 Adult protection - Number of Case Conferences</caption> <thead> <tr> <th>Quarter</th> <th>Number of Case Conferences</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>3</td> </tr> <tr> <td>Q3 2015/16</td> <td>2</td> </tr> <tr> <td>Q4 2015/16</td> <td>4</td> </tr> <tr> <td>Q1 2016/17</td> <td>3</td> </tr> <tr> <td>Q2 2016/17</td> <td>8</td> </tr> </tbody> </table>	Quarter	Number of Case Conferences	Q2 2015/16	3	Q3 2015/16	2	Q4 2015/16	4	Q1 2016/17	3	Q2 2016/17	8	8	<p>Observations: Following investigation a case conference may be required (including inter agency discussions). This stage will only occur if intervention at the referral and investigation stages did not fully resolved or alleviated the risk which has been identified.</p> <p>The number of case conferences required in Q2 was higher than any quarter since Q1 14/15 when there were 9.</p>	n/a		Elaine Torrance
Quarter	Number of Case Conferences																	
Q2 2015/16	3																	
Q3 2015/16	2																	
Q4 2015/16	4																	
Q1 2016/17	3																	
Q2 2016/17	8																	
Looked After Children (aged 12+) in family-based placements compared to those in residential placements	<p>CP03-P06 Looked After and Accommodated Children (aged 12+) in family-based placements compared to those in residential placements</p> <table border="1"> <caption>CP03-P06 Looked After and Accommodated Children (aged 12+) in family-based placements compared to those in residential placements</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>73%</td> </tr> <tr> <td>Q3 2015/16</td> <td>71%</td> </tr> <tr> <td>Q4 2015/16</td> <td>72%</td> </tr> <tr> <td>Q1 2016/17</td> <td>75%</td> </tr> <tr> <td>Q2 2016/17</td> <td>76%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2015/16	73%	Q3 2015/16	71%	Q4 2015/16	72%	Q1 2016/17	75%	Q2 2016/17	76%	76%	<p>Observations There has been an upward trend in the number of children age 12 or above in a family based placement which is very positive given the challenges around placing older children.</p> <p>Evidence shows that in general children and young people's social, emotional and educational outcomes are better in family based placements (foster care) in their own communities.</p>			Ann Blackie
Quarter	Percentage																	
Q2 2015/16	73%																	
Q3 2015/16	71%																	
Q4 2015/16	72%																	
Q1 2016/17	75%																	
Q2 2016/17	76%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Looked After Children (All ages) in family-based placements compared to those in residential placements	<p>CP03-P06b Looked After and Accommodated Children in family-based placements compared to those in residential placements</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	86%	<p>Observations There has been a small decline during Q2. However the current target of 80% is being exceeded</p>			Ann Blackie
Number of Looked After Children (LAC)	<p>CP03-P83P Number of Looked After and Accommodated Children (LAC)</p> <p>■ 2014/15 ■ 2015/16 ■ 2016/17</p>	220	<p>Observations Continuing fluctuation in the number of Looked After Children (LAC), at around the 220 level. Looked After Children include children and young people in foster care, residential care, kinship care and those Looked After at Home. All Looked After Children are placed on a statutory basis.</p>	n/a		Ann Blackie
Number of Inter-agency Referral Discussions (IRDs) held about a child	<p>CP03-P85P Number of Inter-agency Discussions (IRDs) held</p> <p>■ 2014/15 ■ 2015/16 ■ 2016/17</p>	138	<p>Observations Continuing increase in the number of IRDs. Following a review of the process, a change to the way in which IRDS are recorded was introduced in September which means that IRDs are now more robustly recorded and there is increased integrity in the data. IRDs remain the main method of discussion around the child where there are child protection concerns.</p>	n/a		Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Number of children on Child Protection Register	<p>CP03-P86P Number of children on Child Protection Register</p>	66	<p>Observations Throughout Q2 the number of children on the register has remained in the mid 60s. With the increase in IRDs it is expected that these levels will be maintained.</p>	n/a		Ann Blackie
No. of People Referred to Welfare Benefits	<p>CP03-P35 No. of People Referred to Welfare Benefits</p>	716	<p>Observations: The gains remain high (over £2m this quarter which is an increase on last year's Q2 figure). While some of the gains are a result of challenging incorrect decisions, a good deal of work is through promoting benefit take up and maximising income.</p> <p>Cases include a combination of appeals, mandatory reconsiderations, assistance with new claims and resolution of complex benefits issues. Welfare reform has undoubtedly brought in a significant number of changes across a wide range of benefits with some families or individuals often being affected by more than one at any time. The system is complex and even the more able customers are often uncertain as how to resolve situations. Jobcentre Plus no longer offer benefits advice to customers (now focused on job coaching). Complexities of the system now means that it's only trained specialists that can give accurate advice and work is ongoing to train a range of SBC and NHS staff.</p>			Cathie Fancy
Welfare Benefit - Monetary Gain	<p>CP03-P36 Welfare Benefit - Monetary Gain</p>	£2,161,032				Cathie Fancy

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																						
Number of reported incidents of domestic abuse (cumulative)	<p>CP03-P37P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p> <table border="1"> <caption>Cumulative Reported Incidents of Domestic Abuse</caption> <thead> <tr> <th>Year/Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2014/15 Q1</td><td>230</td></tr> <tr><td>2014/15 Q2</td><td>180</td></tr> <tr><td>2014/15 Q3</td><td>220</td></tr> <tr><td>2014/15 Q4</td><td>440</td></tr> <tr><td>2015/16 Q1</td><td>430</td></tr> <tr><td>2015/16 Q2</td><td>450</td></tr> <tr><td>2015/16 Q3</td><td>680</td></tr> <tr><td>2015/16 Q4</td><td>650</td></tr> <tr><td>2016/17 Q1</td><td>900</td></tr> <tr><td>2016/17 Q2</td><td>900</td></tr> </tbody> </table>	Year/Quarter	Value	2014/15 Q1	230	2014/15 Q2	180	2014/15 Q3	220	2014/15 Q4	440	2015/16 Q1	430	2015/16 Q2	450	2015/16 Q3	680	2015/16 Q4	650	2016/17 Q1	900	2016/17 Q2	900	448	See below			Elaine Torrance
Year/Quarter	Value																											
2014/15 Q1	230																											
2014/15 Q2	180																											
2014/15 Q3	220																											
2014/15 Q4	440																											
2015/16 Q1	430																											
2015/16 Q2	450																											
2015/16 Q3	680																											
2015/16 Q4	650																											
2016/17 Q1	900																											
2016/17 Q2	900																											
<p>Where we are currently A 23 incident increase for the year to date when compared to the same time period in 2015/16 which equates to a 5.4% increase.</p> <p>Our Successes/Our Issues Domestic abuse services continue to ensure that calling the police is central to all safety planning with victims. Domestic Abuse Advocacy Support service (DAAS) now receives referrals directly from the Police Scotland’s Vulnerable Persons Database, thus decreasing the delay in contacting victims after an incident. This will also reduce the amount of time taken at incident to record details as it negates the need for an additional DAAS referral form that officers were required to submit.</p> <p>What we are doing As domestic abuse remains one of the most under-reported of all crimes, a robust response at local level would encourage “first time” callers to report an incident to the police, therefore increasing awareness across our communities is a priority for all specialist services over the next 6 months, including a 16 days of action programme of events.</p> <p>Service Update - Staffing issues have been resolved in DAAS and the team is back to full capacity. - The Pathway 2 Project Board has now agreed the budget to be submitted to the Big Lottery for funding 2017-20, a fully costed business plan is being worked on. The Board meet every month and priorities now include securing partnership match funding.. - CEDAR Group 9 is now underway with 4 young people aged 14-16 years, and their mothers, meeting weekly as part of the 12 week groupwork programme. - The Safe Housing Options and Domestic Abuse Advocacy Outreach services will be submitting their Year 2 annual report to Big Lottery in November, detailing activity and achievement of funded outcomes. - MARAC Annual Report 2015/16 now published and available for information.</p>																												

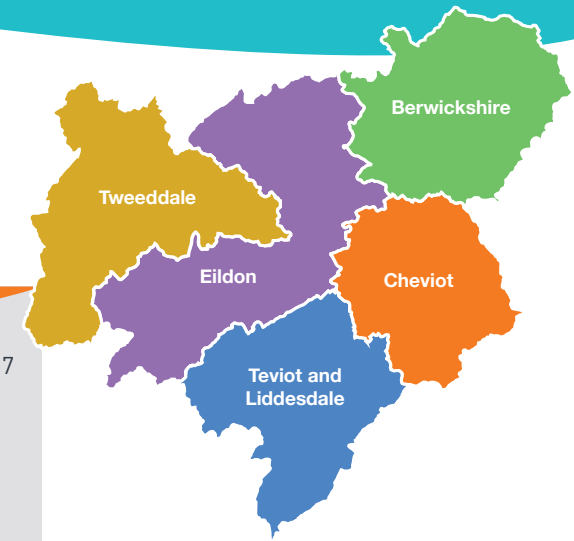
Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																				
Number of Group 1-5 recorded crimes and offences (cumulative)	<p>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <caption>Approximate data from trend chart</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>750</td> <td>1600</td> <td>2350</td> <td>3150</td> </tr> <tr> <td>2015/16</td> <td>750</td> <td>1550</td> <td>2250</td> <td>2950</td> </tr> <tr> <td>2016/17</td> <td>700</td> <td>1600</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2014/15	750	1600	2350	3150	2015/16	750	1550	2250	2950	2016/17	700	1600	-	-	1,551	<p>Where we are currently A 0.4% decrease in crimes in the year to date when compared to the same time period in 2015/16. This equates to 6 fewer victims, which is positive.</p> <p>Our Successes/Our Issues - There continues to be a local focus on high-volume, low-level crime with the result that vandalism offences are 8.2% lower in the year to date when compared to 2015/16. - A high profile rural crime initiative has resulted in a 62% reduction in the value of property stolen and the team have received a national award for their work.</p> <p>What we are doing Introduction of prevention and tackling inequalities model by Police Scotland to streamline crime prevention activities.</p>			Elaine Torrance
Year	Q1	Q2	Q3	Q4																						
2014/15	750	1600	2350	3150																						
2015/16	750	1550	2250	2950																						
2016/17	700	1600	-	-																						

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - September 2016:



Page 42

TWEEDDALE

The following funding has been awarded in 16/17

£66.7k National Lottery	£19,832 Quality of Life Fund
£27.0k Community Grants Scheme	£54,175 Neighbourhood Small Schemes Fund

15 projects currently in development

EILDON

The following funding has been awarded in 16/17

£25.4k National Lottery	£9,656 Quality of Life Fund
£27.8k Community Grants Scheme	£36,393 Neighbourhood Small Schemes Fund

19 projects currently in development

CHEVIOT

The following funding has been awarded in 16/17

£437k National Lottery	£11,637 Quality of Life Fund
£12.2k Community Grants Scheme	£18,042 Neighbourhood Small Schemes Fund

14 projects currently in development

FEELING UNSAFE 11.5% say there are areas where they feel unsafe	FEELING LONELY OR ISOLATED 3.5% feel lonely or isolated
A&E ATTENDANCE 54.0% non-emergencies	46.0% emergencies
last year 51.1%	last year 48.9%
FALLS (AGED 75+ YEARS) 119 falls recorded	58.5 falls per 1000 population over 75
last year 76	last year 41.5

FEELING UNSAFE 15.3% say there are areas where they feel unsafe	FEELING LONELY OR ISOLATED 5.5% feel lonely or isolated
A&E ATTENDANCE 59.4% non-emergencies	40.6% emergencies
last year 56.8%	last year 43.2%
FALLS (AGED 75+ YEARS) 191 falls recorded	60.6 falls per 1000 population over 75
last year 159	last year 45.4

FEELING UNSAFE 11.0% say there are areas where they feel unsafe	FEELING LONELY OR ISOLATED 5.1% feel lonely or isolated
A&E ATTENDANCE 55.5% non-emergencies	44.5% emergencies
last year 52.3%	last year 47.7%
FALLS (AGED 75+ YEARS) 112 falls recorded	47.8 falls per 1000 population over 75
last year 86	last year 44.6

This quarter we have shifted some of the focus from funding to Health and Social Care Integration (H&SCI) which is the Scottish Government's initiative to join up health and social care more effectively and plan services based on local need.

On the left are four indicators under each locality and give a small sense of some of the variations between areas.

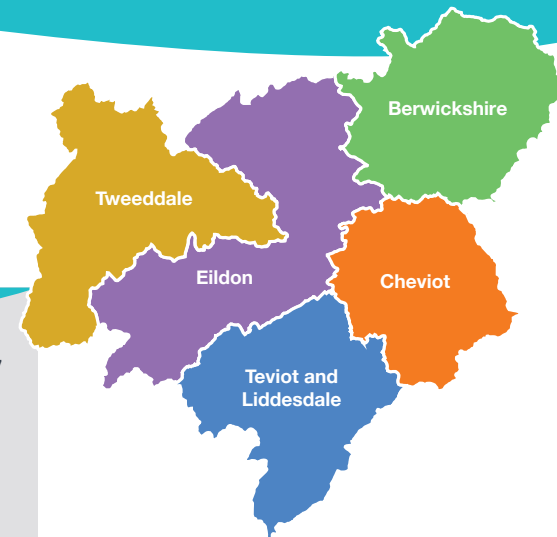
For more information on H&SCI www.scotborders.gov.uk/integration



BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

April 2016 - September 2016:



BERWICKSHIRE

The following funding has been awarded in 16/17

£356.8k National Lottery
£7,883 Quality of Life Fund

£22.1k Community Grants Scheme
£18,860 Neighbourhood Small Schemes Fund

17 projects currently in development

TEVIOT & LIDDESDALE

The following funding has been awarded in 16/17

£23.4k National Lottery
£14,290 Quality of Life Fund

£18.8k Community Grants Scheme
£24,878 Neighbourhood Small Schemes Fund

11 projects currently in development

BORDERS WIDE PROJECTS

The following funding has been awarded in 16/17

£431.3k National Lottery

£10.8k Community Grants Scheme

17 projects currently in development

FEELING UNSAFE
8.1%
say there are areas where they feel unsafe

FEELING LONELY OR ISOLATED
7.9%
feel lonely or isolated

A&E ATTENDANCE
47.5%
non-emergencies

52.5%
emergencies

last year 43.5%

last year 56.5%

FALLS (AGED 75+ YEARS)

140
falls recorded

66.8
falls per 1000 population over 75

last year 171

last year 81.6

FEELING UNSAFE
17.0%
say there are areas where they feel unsafe

FEELING LONELY OR ISOLATED
8.4%
feel lonely or isolated

A&E ATTENDANCE
50.2%
non-emergencies

49.8%
emergencies

last year 45.9%

last year 54.1%

FALLS (AGED 75+ YEARS)

192
falls recorded

99
falls per 1000 population over 75

last year 177

last year 92.2

FEELING UNSAFE*
12.5%
say there are areas where they feel unsafe

FEELING LONELY OR ISOLATED*
6.1%
feel lonely or isolated

A&E ATTENDANCE (SB AVERAGE 15/16)
54.8%
non-emergencies

45.2%
emergencies

FALLS (AGED 75+ YEARS) 15/16 DATA

754
total number of falls

65.2
falls per 1000 population over 75

This quarter we have shifted some of the focus from funding to Health and Social Care Integration (H&SCI) which is the Scottish Government's initiative to join up health and social care more effectively and plan services based on local need.

On the left are four indicators under each locality and give a small sense of some of the variations between areas.

For more information on H&SCI www.scotborders.gov.uk/integration



Priority 4: Communities– Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
SB Alert - No. of people registered	<p>CP04-P001nP How many people have registered for SB Alert?</p> <table border="1"> <caption>SB Alert - No. of people registered</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>2,282</td> </tr> <tr> <td>Q3-2015/16</td> <td>3,279</td> </tr> <tr> <td>Q4-2015/16</td> <td>3,788</td> </tr> <tr> <td>Q1-2016/17</td> <td>3,863</td> </tr> <tr> <td>Q2-2016/17</td> <td>3,863</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2015/16	2,282	Q3-2015/16	3,279	Q4-2015/16	3,788	Q1-2016/17	3,863	Q2-2016/17	3,863	3863	<p>Observations: Although the number of people registered appears not to have changed from Q1 to Q2 there has in fact been fluctuations month on month within the quarter both up and down as people register and de-register from the service.</p> <p>Numbers signed up within each locality: Berwickshire 668 Cheviot 722 Eildon 1264 Teviot 440 Tweeddale 769</p> <p>SBC's Emergency Planning and Communications teams have been working together to develop a winter communication strategy aimed at increasing the number of people registered with this valuable service.</p>			Jim Fraser
Quarter	Value																	
Q2-2015/16	2,282																	
Q3-2015/16	3,279																	
Q4-2015/16	3,788																	
Q1-2016/17	3,863																	
Q2-2016/17	3,863																	
Landfill Communities Fund - Number awarded	<p>CP04-P001g Landfill Communities Fund - Number awarded</p> <table border="1"> <caption>Landfill Communities Fund - Number awarded</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>0</td> </tr> <tr> <td>Q3-2015/16</td> <td>0</td> </tr> <tr> <td>Q4-2015/16</td> <td>0</td> </tr> <tr> <td>Q1-2016/17</td> <td>0</td> </tr> <tr> <td>Q2-2016/17</td> <td>6</td> </tr> </tbody> </table> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2015/16	0	Q3-2015/16	0	Q4-2015/16	0	Q1-2016/17	0	Q2-2016/17	6	6	<p>How are we performing: Transition of the UK Landfill Communities Fund into the new Scottish Landfill Communities Fund was slower than expected due to agreement of terms and conditions with SEPA who are the new regulator for the this fund. This resulted in no awards being made from Q2 2015/16 until Q2 this year. The fund is now fully operational – 6 awards have been made to date and there are currently 21 applications working their way through the registration and assessment processes.</p>			Shona Smith
Quarter	Value																	
Q2-2015/16	0																	
Q3-2015/16	0																	
Q4-2015/16	0																	
Q1-2016/17	0																	
Q2-2016/17	6																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Landfill Communities Fund - Value of funds awarded	<p>CP04-P001h Landfill Communities Fund - Value of funds awarded</p>	£128,101	<p>Actions we are taking to improve/maintain performance: Although the new fund is administered by BCCF Environmental, it will be actively promoted along with SBC's Community Grant Scheme to maximise leverage from external funding sources.</p>			Shona Smith
Landfill Communities Fund - Total Project Cost	<p>CP04-P001i Landfill Communities Fund - Total Project Cost</p>	£828,014				

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Community Grant - No. of grants awarded		9	<p>How are we performing: The number of applications in Q2 2016/17 is a little lower than Q2 in 2015/16. The summer holiday period tends to lead to a drop in community activity. Last year activity remained unusually buoyant throughout the summer and the drop in this quarter is more in line with the usual trend.</p> <p>The value of awards is also lower this quarter than in Q2 2015/16. This is due to a drop in the number of applications and an overall lower level of grant being requested. There has been a slight drop in the number of applications during the last quarter which is compounded by the summer holiday period, however 6 are currently in progress.</p>			
Community Grant - Value of funding granted		£30,130	<p>Total value of project costs is higher than in Q2 2015/16. This is due to Community Grant Scheme (CGS) providing match funding for a major project in Q2 2016/17. Total project costs per quarter tend to fluctuate regardless of the number of awards made due to CGS flexibility to meet community demand for both large and small scale projects.</p>			Shona Smith
Community Grant Award - Total Project Cost		£332,277				

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
National Lottery Funds - Overall Award Total	<p>CP04-P001f National Lottery Funds - Overall Award Total</p> <table border="1"> <caption>CP04-P001f National Lottery Funds - Overall Award Total</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>200,000</td> </tr> <tr> <td>Q3-2015/16</td> <td>850,000</td> </tr> <tr> <td>Q4-2015/16</td> <td>720,000</td> </tr> <tr> <td>Q1-2016/17</td> <td>880,000</td> </tr> <tr> <td>Q2-2016/17</td> <td>450,000</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (£)	Q2-2015/16	200,000	Q3-2015/16	850,000	Q4-2015/16	720,000	Q1-2016/17	880,000	Q2-2016/17	450,000	£454,659	<p>How we are performing: The overall award total is lower in Q2 due to some larger lottery funding streams being out of operation. Targeted income from small lottery schemes is £400k annually and income to date is £235,827. Income from lottery can fluctuate due to the opening and closing of funding streams but figures indicate we are still on track to meet the targeted level. CGS continues to provide an essential tool to lever in funding from external sources wherever appropriate.</p> <p>There are currently 93 pipeline projects both over and under £10k.</p>			Shona Smith
Quarter	Value (£)																	
Q2-2015/16	200,000																	
Q3-2015/16	850,000																	
Q4-2015/16	720,000																	
Q1-2016/17	880,000																	
Q2-2016/17	450,000																	
National Lottery Fund - Total Awards made up to £10,000	<p>CP04-P001d National Lottery Fund - Total Awards made up to £10,000</p> <table border="1"> <caption>CP04-P001d National Lottery Fund - Total Awards made up to £10,000</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>150,000</td> </tr> <tr> <td>Q3-2015/16</td> <td>150,000</td> </tr> <tr> <td>Q4-2015/16</td> <td>50,000</td> </tr> <tr> <td>Q1-2016/17</td> <td>110,000</td> </tr> <tr> <td>Q2-2016/17</td> <td>120,000</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (£)	Q2-2015/16	150,000	Q3-2015/16	150,000	Q4-2015/16	50,000	Q1-2016/17	110,000	Q2-2016/17	120,000	£121,782	<p>Actions we are taking to improve/maintain performance: We continue to promote external small funding schemes along with CGS to maximise leverage of funding into Scottish Borders.</p>			Shona Smith
Quarter	Value (£)																	
Q2-2015/16	150,000																	
Q3-2015/16	150,000																	
Q4-2015/16	50,000																	
Q1-2016/17	110,000																	
Q2-2016/17	120,000																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
National Lottery Fund - Total Awards made over £10,000	<p>CP04-P001e National Lottery Fund - Total Awards made over £10,000</p>	£332,877	As Above			Shona Smith

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

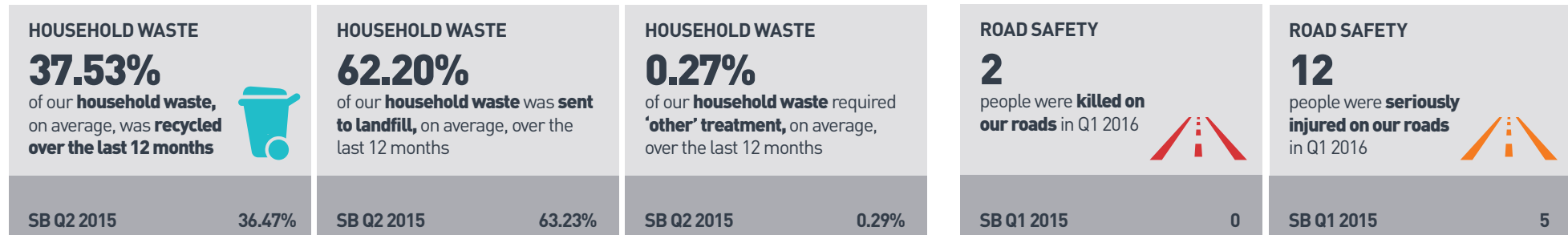
Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Quality of Life Fund – Total value of funds awarded (cumulative)	<p>CP04-P001j Quality of Life Fund - Total value of funds awarded (cumulative)</p>	£63,334.00	<p>Observations: Alongside our bids for external funding and our own Community Grant Scheme we also have the Neighbourhood Small Schemes and Quality of Life funds. These funds are there to support the delivery of local improvement projects and initiatives which Elected Members, Community Councils and the public can request financial support from.</p>	n/a		Jason Hedley
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	<p>CP04-P001k Neighbourhood Small Schemes Fund - Total value of funds awarded (cumulative)</p>	£152,348.00	<p>In Q2 2016/17 the Quality of Life fund aided 23 projects with total awards of £30,937 being made.</p> <p>Neighbourhood Small Schemes awarded funds of £39,575 from 27 projects in Q2 16/17.</p>	n/a		Jason Hedley

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																		
No. of Active community resilience plans (cumulative)	<p>Exec - Community Resilience Plans - Active and Progressing</p> <table border="1"> <caption>Exec - Community Resilience Plans - Active and Progressing</caption> <thead> <tr> <th>Quarter</th> <th>Active (CP04-P001l)</th> <th>Progressing (CP04-P001m)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>31</td> <td>21</td> </tr> <tr> <td>Q3 2015/16</td> <td>32</td> <td>21</td> </tr> <tr> <td>Q4 2015/16</td> <td>35</td> <td>15</td> </tr> <tr> <td>Q1 2016/17</td> <td>35</td> <td>17</td> </tr> <tr> <td>Q2 2016/17</td> <td>37</td> <td>13</td> </tr> </tbody> </table>	Quarter	Active (CP04-P001l)	Progressing (CP04-P001m)	Q2 2015/16	31	21	Q3 2015/16	32	21	Q4 2015/16	35	15	Q1 2016/17	35	17	Q2 2016/17	37	13	37	<p>Observations: Hawick and Denholm have moved to “active” this quarter.</p> <p>A new post within Emergency Planning has recently been recruited to, and key duties will be around Resilient Communities</p>	👍		Jim Fraser
Quarter		Active (CP04-P001l)	Progressing (CP04-P001m)																					
Q2 2015/16	31	21																						
Q3 2015/16	32	21																						
Q4 2015/16	35	15																						
Q1 2016/17	35	17																						
Q2 2016/17	37	13																						
No. of Progressing community resilience plans (cumulative)	13	👍		Jim Fraser																				
Page 50 The number of people carrying out volunteer work with SBC	<p>CP04-P001o The number of people carrying out volunteer work with SBC</p> <table border="1"> <caption>CP04-P001o The number of people carrying out volunteer work with SBC</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>225</td> </tr> <tr> <td>Q3 2015/16</td> <td>245</td> </tr> <tr> <td>Q4 2015/16</td> <td>285</td> </tr> <tr> <td>Q1 2016/17</td> <td>85</td> </tr> <tr> <td>Q2 2016/17</td> <td>93</td> </tr> </tbody> </table>	Quarter	Quarters	Q2 2015/16	225	Q3 2015/16	245	Q4 2015/16	285	Q1 2016/17	85	Q2 2016/17	93	93	<p>Observations: 93 people volunteered with SBC during Q2 of 2016/17, which equated to 592 hours. Economic benefit can be calculated at £7,174.74</p> <p>Notes:</p> <p>Community Learning and Development (CLD) volunteers: 25, working 189 hours</p> <p>Walk it volunteers: 68, working 402 hours</p> <p>Schools will provide a snapshot of volunteer activity on an annual basis due at the end of the school year and will cover:</p> <ul style="list-style-type: none"> . Number of volunteers across the schools . Types of activities supported by volunteers . Direct work with children and young people . Range of activities enabled through involvement of volunteers. 	n/a		Shona Smith						
Quarter	Quarters																							
Q2 2015/16	225																							
Q3 2015/16	245																							
Q4 2015/16	285																							
Q1 2016/17	85																							
Q2 2016/17	93																							

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

April 2016 - June 2016:



Page 51

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

Our performance during Q2 2016



COMMUNITY RECYCLING CENTRES

54.74%

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

(up from 51.62% at Q2 2015)

Case Study

Crucial Crew- helping young people stay safe

Now in its 24th year, Crucial Crew has been helping P7 pupils learn how to stay safe, by delivering a series of 10 minute interactive workshops on issues such as home and road safety, drugs and alcohol. This year's event took place in September at Eildon Mill, Tweedbank, with over 1200 pupils attending. This year, pupils were asked to take on the role of a Crash Investigation Team, after a road collision has taken place on the high street in Innerleithen. Arriving first on the scene, the pupils had 5 minutes before the ambulance arrived to work as a team and examine the scene, testing their observation skills



and identifying possible clues which might have influenced the accident such as the location and time of the accident, what the cyclist was wearing, weather conditions etc.

Feedback from teachers indicates that pupils view this as a highlight in their P7 year, with one particular reaction summing up their enthusiasm - "WOW!"



Priority 5: High Quality Environment – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ua	<p>CP05-P001c Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ua</p> <table border="1"> <caption>Annual Household Recycling Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2015</td> <td>37.53</td> </tr> <tr> <td>Q3-2015</td> <td>37.53</td> </tr> <tr> <td>Q4-2015</td> <td>37.53</td> </tr> <tr> <td>Q1-2016</td> <td>37.53</td> </tr> <tr> <td>Q2-2016</td> <td>37.53</td> </tr> </tbody> </table> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2-2015	37.53	Q3-2015	37.53	Q4-2015	37.53	Q1-2016	37.53	Q2-2016	37.53	37.53%	The annual rolling average recycling, landfill and "other" treatment rates continue to fluctuate only slightly from quarter to quarter and compare well when looked at against other rural local authorities similar to us (see red line on graph).			Ross Sharp-Dent
Quarter	Value (%)																	
Q2-2015	37.53																	
Q3-2015	37.53																	
Q4-2015	37.53																	
Q1-2016	37.53																	
Q2-2016	37.53																	
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ub	<p>CP05-P001d Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62ub</p> <table border="1"> <caption>Annual Household Waste Landfilled Rate (%) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2015</td> <td>62.20</td> </tr> <tr> <td>Q3-2015</td> <td>62.20</td> </tr> <tr> <td>Q4-2015</td> <td>62.20</td> </tr> <tr> <td>Q1-2016</td> <td>62.20</td> </tr> <tr> <td>Q2-2016</td> <td>62.20</td> </tr> </tbody> </table> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2-2015	62.20	Q3-2015	62.20	Q4-2015	62.20	Q1-2016	62.20	Q2-2016	62.20	62.20%	SBC is currently reviewing its longer term Waste management plan to ensure than our approach is sustainable and fit for the purpose, responding to both national legislation and local need.			Ross Sharp-Dent
Quarter	Value (%)																	
Q2-2015	62.20																	
Q3-2015	62.20																	
Q4-2015	62.20																	
Q1-2016	62.20																	
Q2-2016	62.20																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62uc	<p>CP05-P001e Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average) CP05-P62uc</p>	0.27%	See above			Ross Sharp-Dent
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave) CP05-P63	<p>CP05-P001f Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average) CP05-P63</p>	54.74%	Encouragingly, recycling rates at our Community Recycling Rates are slowly increasing. Work is ongoing within each centre to ensure that materials are sorted and measured accurately, and that this upward trend is maintained over the longer term.			Ross Sharp-Dent

Page 6/30

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of people killed on Border Roads	<p>CP05-P001a Number of people killed on Border Roads - VETTED</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2015</td> <td>0</td> </tr> <tr> <td>Q2-2015</td> <td>3</td> </tr> <tr> <td>Q3-2015</td> <td>2</td> </tr> <tr> <td>Q4-2015</td> <td>1</td> </tr> <tr> <td>Q1-2016</td> <td>2</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1-2015	0	Q2-2015	3	Q3-2015	2	Q4-2015	1	Q1-2016	2		<p>Q2 (calendar year, April – June 2016) figures have not yet been released by Police Scotland</p>			Colin Ovens
Quarter	Value																	
Q1-2015	0																	
Q2-2015	3																	
Q3-2015	2																	
Q4-2015	1																	
Q1-2016	2																	
Number of people seriously injured on Border Roads	<p>CP05-P001b Number of people seriously injured on Border Roads - VETTED</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2015</td> <td>5</td> </tr> <tr> <td>Q2-2015</td> <td>16</td> </tr> <tr> <td>Q3-2015</td> <td>24</td> </tr> <tr> <td>Q4-2015</td> <td>17</td> </tr> <tr> <td>Q1-2016</td> <td>12</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1-2015	5	Q2-2015	16	Q3-2015	24	Q4-2015	17	Q1-2016	12		<p>Q2 (calendar year, April – June 2016) figures have not yet been released by Police Scotland</p>			Colin Ovens
Quarter	Value																	
Q1-2015	5																	
Q2-2015	16																	
Q3-2015	24																	
Q4-2015	17																	
Q1-2016	12																	

DEVELOP OUR WORKFORCE HOW ARE WE DOING?

SBC Modern Apprentices 2016/17

Case Study

Work Opportunities

Laura Mercer is currently completing an MA in Health and Social care level 3 focussing on Supported Employment. Having recently finished college she was not sure what career path she wanted to go down. Laura has always had a passion to help individuals and making sure that everyone is treated equally. She has also wanted to gain employment in a career that is

rewarding but also challenging. Having been to college Laura had the knowledge of working with array of individuals but have never been in a career where she has worked and supported them. Laura started her MA in November 2015 and has really enjoyed the experience of learning so many more skills and

how to be an Employment Support Worker. Laura said "I first started in Employment Support Service everyone was really welcoming and has made my time very enjoyable as I get to work with so many knowledgeable individuals of whom I have had the privilege to shadow and have learnt so many new ways of working."



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

Page 55

Our performance during Q2 2016/17



SBC ABSENCE RATE

4.2%

of **working days were lost**, on average, **due to absence** as of Sep 2016

(No change from Q1 15/16)

WORK OPPORTUNITIES

51

work opportunities are being supported by SBC through our "Work Opportunities Policy" as of Q2 2016/17

(down from 60 in Q2 15/16)



E-LEARNING COMPLETIONS

10,057

e-learning completions were achieved using our **in-house e-learning tool, SBLearn**, in Q2 2016/17

Up from 1,858 in Q2 15/16

APPRENTICESHIPS

36

apprentices are **employed with SBC** as of Q2 2016/17

(down from 38 in Q2 15/16)

APPRENTICESHIPS

67% male 33% female **across various departments** such as Human Resources, Engineering, Finance

SBC STAFF BENEFIT SCHEME

40.76%

of **employees** have registered their discount card on the **Employee Benefit Scheme website** since October 2015

57

applications have been **approved** for the **Car Salary Sacrifice Scheme** since October 2015

686

applications have been **approved** for the **Technology Salary Sacrifice Scheme** since October 2015



Priority 6: Developing our Workforce – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Percentage of Working Days Lost - Council Average	<p>CP06-P14 Percentage of Working Days Lost - Council Average</p> <p>5.00% 4.50% 4.00% 3.50% 3.00% 2.50% 2.00% 1.50% 1.00% 0.50% 0.00%</p> <p>Q2-2015/16 Q3-2015/16 Q4-2015/16 Q1-2016/17 Q2-2016/17</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	4.2%	<p>How are we performing: Through effective implementation of our absence management policy the % of working days lost due to absence has been relatively stable across the year finishing marginally above the target of 4.0% at 4.2% this quarter. (this includes SB Cares absence data).</p> <p>Actions we are taking to improve/maintain performance: Each Service including SB Cares, continues to receive a monthly detailed report on absence rates in order that managers and HR advisors can work together to tackle areas where rates are higher than the target</p>			Ian Angus
Number of e-learning completions – All Departments	<p>CP06-P07 Number of e-learning completions - All Depts</p> <p>10,000 9,000 8,000 7,000 6,000 5,000 4,000 3,000 2,000 1,000 0</p> <p>Q2-2015/16 Q3-2015/16 Q4-2015/16 Q1-2016/17 Q2-2016/17</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	10,057	<p>How are we performing: During Q2 2016/17, there were 10,057 e-learning completions, of which 3400 (34%) were mandatory modules including the new "Prevent" module (developed as part of the UK government' strategy to deal with terrorism)</p> <p>Actions we are taking to improve/maintain performance: During July and August, all PC users received reminder "pop ups" when logging in about mandatory training, in order than we work towards 100% of PC users completing mandatory modules. Work is ongoing to ensure that those employees who don't have regular access to a PC can access the valuable training resources including mandatory training.</p>			Clair Hepburn

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website	<p>CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website</p> <table border="1"> <caption>CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>~31%</td> </tr> <tr> <td>Q3-2015/16</td> <td>~33%</td> </tr> <tr> <td>Q4-2015/16</td> <td>~34%</td> </tr> <tr> <td>Q1-2016/17</td> <td>~35%</td> </tr> <tr> <td>Q2-2016/17</td> <td>40.76%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2-2015/16	~31%	Q3-2015/16	~33%	Q4-2015/16	~34%	Q1-2016/17	~35%	Q2-2016/17	40.76%	40.76%	<p>Observations: Registration continues to grow with 40.76% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website. In addition to this the salary sacrifice scheme part of the employee benefits scheme has seen the following:</p> <ul style="list-style-type: none"> Car Salary Sacrifice Scheme: 57 applications approved (up from 51 in Q1 16/17). Technology Salary Sacrifice Scheme: 686 applications approved since inception. The latest window for this scheme opened on the 17th October and is due to close on the 25th November 	↑		Ian Angus
Quarter	Percentage																	
Q2-2015/16	~31%																	
Q3-2015/16	~33%																	
Q4-2015/16	~34%																	
Q1-2016/17	~35%																	
Q2-2016/17	40.76%																	
CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	<p>CP06-P45 CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</p> <table border="1"> <caption>CP06-P45 CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Opportunities</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>~55</td> </tr> <tr> <td>Q3-2015/16</td> <td>~57</td> </tr> <tr> <td>Q4-2015/16</td> <td>~57</td> </tr> <tr> <td>Q1-2016/17</td> <td>~60</td> </tr> <tr> <td>Q2-2016/17</td> <td>51</td> </tr> </tbody> </table>	Quarter	Number of Opportunities	Q2-2015/16	~55	Q3-2015/16	~57	Q4-2015/16	~57	Q1-2016/17	~60	Q2-2016/17	51	51	<p>Observations: There are currently 51 opportunities being provided within SBC through the Work Opportunities Policy. A breakdown is provided Below*.</p> <p>(Note that the total of 51 includes the 6 employees who are employed through the Employment Support Scheme, which has remained at 6 for the last year, and is therefore not included in the graphs below)</p>	▬		Cathie Fancy
Quarter	Number of Opportunities																	
Q2-2015/16	~55																	
Q3-2015/16	~57																	
Q4-2015/16	~57																	
Q1-2016/17	~60																	
Q2-2016/17	51																	

*The Looked After Children project between NHS and SBC has seen 2 young people start their Modern Apprenticeship and another is completing their stage 3 Work experience placement prior to starting a Modern Apprenticeship.

Project SEARCH has begun in the Borders with 8 young people who have a learning disability or autism start their 1 year internship within the Borders General Hospital. The interns are all making headway through their 1st rotation of 3 which will see them working in various departments within the BGH to upskill and complete on the job training with a view to each intern securing sustainable paid employment at the end of their years Internship.

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																														
CP06-P31 Work Opportunities Scheme - Current Employability Fund Posts	<p>Executive - Supported Employment excl. ESS</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>0</td> <td>11</td> <td>38</td> </tr> <tr> <td>Q3 2015/16</td> <td>0</td> <td>7</td> <td>40</td> </tr> <tr> <td>Q4 2015/16</td> <td>0</td> <td>10</td> <td>37</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>9</td> <td>42</td> </tr> <tr> <td>Q2 2016/17</td> <td>1</td> <td>7</td> <td>36</td> </tr> </tbody> </table>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q2 2015/16	0	11	38	Q3 2015/16	0	7	40	Q4 2015/16	0	10	37	Q1 2016/17	1	9	42	Q2 2016/17	1	7	36	1	Observations: SBC has a contract for 23 Employability Fund Stage 3 places which are utilised Borders wide through work experience placements in various locations engaging with public sector organisations and large and small businesses within the Scottish Borders.			Cathie Fancy						
Quarter		CP06-P31P	CP06-P32P	CP06-P37P																																
Q2 2015/16		0	11	38																																
Q3 2015/16	0	7	40																																	
Q4 2015/16	0	10	37																																	
Q1 2016/17	1	9	42																																	
Q2 2016/17	1	7	36																																	
CP06-P32 Work Opportunities Scheme - Current Student Placements	7	Observations: Summer students have finished their work experience and SBC are starting to see students looking for unpaid work placements as part of their studies.			Cathie Fancy																															
CP06-P37 Work Opportunities Scheme - Current Modern Apprentices employed within SBC	36	Observations: There are currently 24 male and 12 female apprentices in SBC.			Cathie Fancy																															
CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities	<p>CP06-P44 CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>5</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q3 2015/16</td> <td>3</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q4 2015/16</td> <td>3</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q1 2016/17</td> <td>1</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q2 2016/17</td> <td>1</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Quarter	Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2 2015/16	5	-	-	-	Q3 2015/16	3	-	-	-	Q4 2015/16	3	-	-	-	Q1 2016/17	1	-	-	-	Q2 2016/17	1	-	-	-	1	Observations: There has been little demand for short work experience and job taster placements through the Work Opportunities Scheme however departments have been accommodating when approached	n/a		Cathie Fancy
Quarter	Quarters	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																
Q2 2015/16	5	-	-	-																																
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Q1 2016/17	1	-	-	-																																
Q2 2016/17	1	-	-	-																																

DEVELOP OUR ASSETS AND RESOURCES

HOW ARE WE DOING?

July 2016 - September 2016:

<p>CAPITAL RECEIPTS</p> <p>£173,000</p> <p>was received from selling our fixed assets such as buildings in Q2 2016/17</p>	<p>OCCUPANCY RATES</p> <p>86%</p> <p>of industrial and commercial properties owned by the council were occupied as of June to September 2016</p>	<p>Energy Efficiency Programme (EEP)</p> <p>The EEP is a “spend to save” programme, acknowledging that to become more energy efficient we must invest in our properties, many of which must maintain certain standards e.g. schools. The latest update of work carried out as part of the programme is as follows:</p> <ul style="list-style-type: none"> Phase 1 of the LED light replacement programme has been completed with 14 schools having their lights upgraded and Council HQ is currently going through a replacement light programme. A survey of 19 sites has been completed and Insulated Valve Covers for plant rooms are being installed, it is estimated that this will save £12K per annum. The Tender Process for installing solar panels on Council buildings will be issued shortly. Other energy saving options being reviewed include Combined Heat and Power (CHP) and replacement of inefficient plant, boilers and heating controls
<p>SB Q2 2015/16 £311,574</p>	<p>SB Q2 2015/16 93%</p>	

Page 59

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

Our performance during Q2 2016/17

<p>COUNCIL PROPERTIES</p> <p>26 properties are no longer required </p> <p>8 properties are advertised for sale</p> <p>14 properties are currently under offer</p> <p>http://www.scotborders.gov.uk/sale_lets</p>	<p>COUNCIL TAX</p> <p>57.34% of Council Tax due was collected in Q2 2016/17</p> <p style="background-color: #ffc107;">(down from 57.82% in Q2 15/16)</p> <p>CAPITAL PROJECTS</p> <p>98 number of projects ongoing across the council of which</p> <p>95 are on target</p> <p>3 are slightly behind target</p> <p>0 is not on target</p>	<p>ENERGY CONSUMPTION* Q2 16/17</p> <p>we used 1,386,055 kilowatt hours of electricity at a cost of £0.173m </p> <p style="background-color: #c6e0b4;">(down from 1,538,238 in Q2 15/16)</p> <p style="background-color: #c6e0b4;">(down from £0.186m in Q2 15/16)</p>	<p>ENERGY CONSUMPTION* Q2 16/17</p> <p>we used 769,959 kilowatt hours of gas at a cost of £0.032m </p> <p style="background-color: #c6e0b4;">(down from 873,684 in Q1 15/16)</p> <p style="background-color: #c6e0b4;">(down from £0.038m in Q1 15/16)</p>
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*The energy consumption figures are based on 26 sites across the council which account for approximately 50% of the energy used across the council, and is therefore representative of the energy use across the council as a whole.



Priority 7: Assets and Resources– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Council Tax - In Year Collection Level	<p>CP07-P001aP How much Council Tax is collected in a particular year?</p>	57.34%	<p>How are we performing: Collection is 0.48% down on 2016/17 target</p> <p>Actions we are taking to improve/maintain performance: The number of customers paying over 12 months has increased to 21.69% from 17.75% at the same time last year with an increase of 0.90% since the last report. Council Tax reduction has reduced by over £125,000 in 2016/17 increasing the net Council Tax to be collected. This has been identified as a national trend. Although we are still predicting to be on target by the end of the year, work is being undertaken to increase both Council Tax Reduction take up and payment levels</p>			Jenni Craig
Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001b Occupancy Rates of Industrial and Commercial Units</p>	86%	<p>Observations: Occupancy dropped below target in this Quarter as one tenant vacated 10 storage units at Meeks Yard, Eyemouth (the business concerned now has its own larger premises within the town).</p> <p>There were nine new leases agreed during the period.</p> <p>In previous benchmarking exercises, other Local Authorities had a target of 80% for their occupancy level, so we continue to perform above this.</p>			Bryan McGrath

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Capital Receipts Generated (cumulative)	<p>CP07-P001c Capital Receipts Generated (cumulative)</p>	£173,000	<p>How are we performing: A total of four properties have been sold over the reporting period resulting in a total cumulative capital receipt generated for the year of £173,000.</p> <p>Actions we are taking to improve/maintain performance: We continue to ensure surplus assets are exposed to the market and to pursue conclusions to properties under offer.</p>			Neil Hastie
Total no. of properties surplus to requirements (CP07-P23)	<p>CMT - Properties (Surplus/Actively Marketed/Under Offer)</p>	26	<p>How are we performing: Four properties are surplus subject to title checks. Eight properties are currently being marketed with a closing date for one of them set for later this month. A further Fourteen properties are under offer, three to Community Groups. Settlement dates have been set for three of these in the next reporting period which will generate significant capital receipts.</p> <p>Actions we are taking to improve/maintain performance: In addition to the ongoing review of the asset base more recent work on rationalisation of the estate will also add to potential further properties being declared surplus and brought to the market. In addition the Council continues to push for settlement on the properties under offer.</p>			Neil Hastie
Total no. of properties actively being marketed (CP07-P24)		8				Neil Hastie
Total no. of properties under offer (CP07-P25)		14				Neil Hastie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Electricity Consumption (KWh) – Quarterly	<p>CP07-P001g Electricity Consumption (KWh) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	1,386,055	<p>Observations: When comparing Q2 15/16 to 16/17 a reduction can be seen in both gas and electricity. Electricity consumption dropped by around 10% and gas consumption dropped by around 12% resulting in an associated cost reduction of just over 8%. As per Q1 figures, the transfer of the 2 HH sites to LiveBorders will be influencing these results but it is unlikely that the entire reduction can be attributed to this.</p> <p>Q2 was warmer than the previous year, however for a significant proportion of this quarter the heating in SBC buildings was switched off as per current Council Policy therefore the influence of the Degree Days will also be minimal on the results.</p>			Martin Joyce
Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001h Electricity Consumption Cost (£) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£172,930	<p>It is likely that we are now starting to see the benefit of the energy efficiency works that have been undertaken prior to or within this period and expect that these reductions will be evident on an ongoing basis.</p> <p>Cumulatively we are showing a reduction overall for the first half of 16/17 compared to 15/16 with a reductions of 6% in electricity consumption, 8.5% in gas consumption and 9% in associated costs.</p>			Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Gas Consumption (KWh) – Quarterly	<p>CP07-P001i Gas Consumption (KWh) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	769,959				Martin Joyce
Gas Consumption Cost (£) – Quarterly	<p>CP07-P001j Gas Consumption Cost (£) - Quarterly</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	£32,130				Martin Joyce

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																								
Number of Capital Projects where RAG status is "Green"	<p>Executive - Capital Projects</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>CP07-P001kP (Green)</th> <th>CP07-P001P (Amber)</th> <th>CP07-P001mP (Red)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>102</td> <td>14</td> <td>2</td> </tr> <tr> <td>Q3 2015/16</td> <td>107</td> <td>13</td> <td>2</td> </tr> <tr> <td>Q4 2015/16</td> <td>108</td> <td>16</td> <td>1</td> </tr> <tr> <td>Q1 2016/17</td> <td>99</td> <td>1</td> <td>1</td> </tr> <tr> <td>Q2 2016/17</td> <td>95</td> <td>3</td> <td>0</td> </tr> </tbody> </table>	Quarter	CP07-P001kP (Green)	CP07-P001P (Amber)	CP07-P001mP (Red)	Q2 2015/16	102	14	2	Q3 2015/16	107	13	2	Q4 2015/16	108	16	1	Q1 2016/17	99	1	1	Q2 2016/17	95	3	0	95	<p>Observations Of the 98 projects that are currently being managed, only 3 are considered to be slightly off target:</p> <ul style="list-style-type: none"> Sir Walter Scott Court House- Phase 1 (the programme for the delivery of masonry repairs needs to be re-profiled) Sir Walter Scott Court Room Interpretation (budget no longer required) Newtown St Boswells Village Centre (budget moved to 2017/18) <p>Note: Peebles 3G pitch is still included the Capital programme pending a view of the site at Violet Bank, and a report will be taken to Scottish Borders Council in December 2016</p>	n/a		Paul Frankland; Steven Renwick
Quarter		CP07-P001kP (Green)	CP07-P001P (Amber)	CP07-P001mP (Red)																										
Q2 2015/16		102	14	2																										
Q3 2015/16	107	13	2																											
Q4 2015/16	108	16	1																											
Q1 2016/17	99	1	1																											
Q2 2016/17	95	3	0																											
Number of Capital Projects where RAG status is "Amber"	3		Paul Frankland; Steven Renwick																											
Number of Capital Projects where RAG status is "Red"	0	n/a	Paul Frankland; Steven Renwick																											
Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included	<p>CP07-P002aP Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>5</td> </tr> <tr> <td>Q3 2015/16</td> <td>5</td> </tr> <tr> <td>Q4 2015/16</td> <td>7</td> </tr> <tr> <td>Q1 2016/17</td> <td>4</td> </tr> <tr> <td>Q2 2016/17</td> <td>5</td> </tr> </tbody> </table>	Quarter	Quarters	Q2 2015/16	5	Q3 2015/16	5	Q4 2015/16	7	Q1 2016/17	4	Q2 2016/17	5	5	<p>How are we performing New projects awarded during Q2 include;</p> <ul style="list-style-type: none"> Broomlands Primary School; BAES Relocation; and Hawick Flood Protection Ground Investigation. <p>Actions we are taking to improve/maintain performance: Each contract opportunity is fully considered for added value. It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to indicate trends for this indicator on a short term basis.</p>	n/a		Kathryn Dickson; Shona Smith												
Quarter	Quarters																													
Q2 2015/16	5																													
Q3 2015/16	5																													
Q4 2015/16	7																													
Q1 2016/17	4																													
Q2 2016/17	5																													

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p> <p>Page 65</p>	<p>CP07-P002bP Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)</p> <table border="1"> <caption>Data for CP07-P002bP Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>5</td> </tr> <tr> <td>Q2-2016/16</td> <td>3</td> </tr> <tr> <td>Q2-2016/16</td> <td>8</td> </tr> <tr> <td>Q1-2016/17</td> <td>12</td> </tr> <tr> <td>Q2-2016/17</td> <td>15</td> </tr> </tbody> </table>	Quarter	Value	Q2-2015/16	5	Q2-2016/16	3	Q2-2016/16	8	Q1-2016/17	12	Q2-2016/17	15	15	<p>How are we performing: During this period a further 15 opportunities have been achieved. These include;</p> <ul style="list-style-type: none"> • 7 new jobs created; • 2 apprenticeship starts; • 5 existing apprenticeships continued; • 1 apprenticeship completion. <p>Other additional benefits created through Council contracts have included;</p> <ul style="list-style-type: none"> • Supporting the Bannerfield Garden Challenge; • Sponsorship for the Earlston Rhymers Junior Football Team; and • Work experience opportunities delivered through the Construction Academy <p>Actions we are taking to improve/maintain performance: Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.</p>	n/a		Kathryn Dickson; Shona Smith
Quarter	Value																	
Q2-2015/16	5																	
Q2-2016/16	3																	
Q2-2016/16	8																	
Q1-2016/17	12																	
Q2-2016/17	15																	

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

July 2016 - September 2016:

CUSTOMER INTERACTIONS 44,665 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q2 2016/17 SBC Q2 15/16 44,338	FREEDOM OF INFORMATION REQUESTS (FOI) 321 requests for information under the Freedom of Information Act were received in Q2 2016/17 SBC Q2 15/16 280	COMPLAINTS 146 customer complaints were handled by SBC in Q2 2016/17 SBC Q2 15/16 172	SOCIAL WORK SERVICE COMPLAINTS 10 complaints received regarding the Social Work service in Q2 2016/17 SB Q2 15/16 27
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Learning from Complaints

Improving Our Correspondence

A complaint was made after two family members received a letter from the Council in connection with their recently deceased mother's care and Council Tax. Both letters contained significant errors that caused distress to the family (one letter incorrectly designated the relationship between the deceased and the recipient; the other referred to an incorrect address).

The process was reviewed and as a result led our Customer Services staff to change the Council Tax letters so that the standard template does not include any reference to a relationship between the deceased and the recipient. A further procedure was put in place to ensure Council Tax letters are checked more robustly before being sent.

Page 66

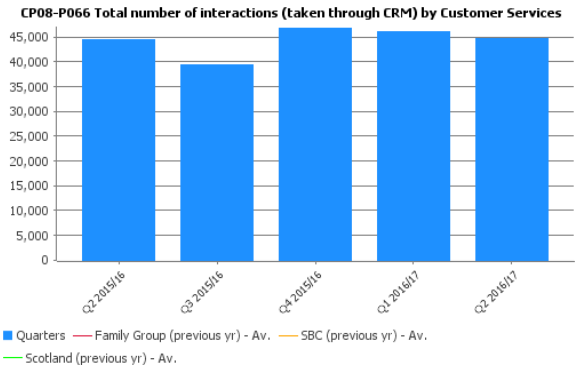


- ICT
- customer focus
- online services
- partnership
- ICT
- customer focus
- online services
- partnership

Our performance during Q2 2016/17

CUSTOMER INTERACTIONS 16,575 face to face interactions were logged by our Contact Centres during Q2 2016/17 (down from 18,267 in Q2 15/16)	FREEDOM OF INFORMATION 92% of FOI requests were completed on time in Q2 2016/17 (up from 88% in Q2 15/16)	COMPLAINTS Our average response times for complaints for Q2 2016/17 were as follows: Stage 1 complaints 3.7 days (down from 4 in Q2 15/16) Stage 2 complaints 15.1 days (down from 18.3 in Q2 15/16) Escalated complaints 18.8 days (up from 10.8 in Q2 15/16)	In Q2 2016/17 we closed: 87.7% of complaints at stage 1 within 5 working days (up from 85.4% in Q2 15/16) 90.9% of complaints at stage 2 within 20 working days (up from 64.3% in Q2 15/16) 83.3% of escalated complaints within 20 working days (down from 100% in Q2 15/16)
26,625 phone interactions were logged by our Contact Centres in Q2 2016/17 (up from 24,897 in Q2 15/16)			



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Total number of interactions (taken through CRM) by Customer Services	<p>CP08-P066 Total number of interactions (taken through CRM) by Customer Services</p> 	44,665	<p>How we are performing: There has been a decrease in the total number of interactions for Quarter 2 (by 1377) compared to Quarter 1 and an increase of 327 compared to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We actively promote the SBC website and the Customer Services 0300 100 1800 line and are continually working to increase the number of services delivered digitally and to encourage self-service.</p>			Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																		
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Face-to-Face Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>18,267</td> <td>24,897</td> </tr> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> <tr> <td>Q2 2016/17</td> <td>16,575</td> <td>26,625</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q2 2015/16	18,267	24,897	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	Q2 2016/17	16,575	26,625	16,575	<p>Observations: There has been an increase of 524 in the number of Face-to Face interactions taken through CRM over the previous quarter.</p> <p>In comparison to quarter 2 of last year there has been a reduction of 1692 Face-to-Face interactions.</p> <p>Work is ongoing to move our services on-line.</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q2 2015/16	18,267	24,897																						
Q3 2015/16	14,644	23,639																						
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Quarter	CP08-P063P	CP08-P065P																						
Q2 2015/16	18,267	24,897																						
Q3 2015/16	14,644	23,639																						
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Social Work Statutory Complaints Received	<p>CP08-P030 Number of Social Work Statutory Complaints Received</p> <table border="1"> <caption>CP08-P030 Number of Social Work Statutory Complaints Received</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>27</td> </tr> <tr> <td>Q3-2015/16</td> <td>11</td> </tr> <tr> <td>Q4-2015/16</td> <td>20</td> </tr> <tr> <td>Q1-2016/17</td> <td>29</td> </tr> <tr> <td>Q2-2016/17</td> <td>10</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Number of Complaints	Q2-2015/16	27	Q3-2015/16	11	Q4-2015/16	20	Q1-2016/17	29	Q2-2016/17	10	10	<p>Observations: This includes 2 complaints for "SB Cares" which are being dealt with in accordance with the Social Work procedures. However, work is ongoing to integrate the Social Work Complaints procedure with SBC's standard Complaints Handling Procedure, which can be found at https://www.scotborders.gov.uk/info/20016/have_your_say/155/make_a_complaint</p>			Sylvia Mendham
Quarter	Number of Complaints																	
Q2-2015/16	27																	
Q3-2015/16	11																	
Q4-2015/16	20																	
Q1-2016/17	29																	
Q2-2016/17	10																	
<p>Page 69</p> <p>Number of Complaints Closed - All (excl. invalid & statutory Social Work)</p>	<p>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</p> <table border="1"> <caption>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints Closed</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>170</td> </tr> <tr> <td>Q3-2015/16</td> <td>125</td> </tr> <tr> <td>Q4-2015/16</td> <td>145</td> </tr> <tr> <td>Q1-2016/17</td> <td>170</td> </tr> <tr> <td>Q2-2016/17</td> <td>146</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Number of Complaints Closed	Q2-2015/16	170	Q3-2015/16	125	Q4-2015/16	145	Q1-2016/17	170	Q2-2016/17	146	146	<p>Observations: There were 146 complaints received this quarter (between 40 and 60 per month), 29 less than Q1 16/17, and 26 less than the same time last year. The majority of these (47%) were classified as 'Failure to Deliver Service', followed by 'Other' at 18% and 'Policy' at 15%. SBC takes all complaints seriously, endeavours to respond to customers timeously, appropriately and makes necessary changes to services where required.</p>			Les Grant;
Quarter	Number of Complaints Closed																	
Q2-2015/16	170																	
Q3-2015/16	125																	
Q4-2015/16	145																	
Q1-2016/17	170																	
Q2-2016/17	146																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p>	<p>SPSO-04a Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p> <table border="1"> <caption>SPSO-04a Average Times (Working Days)</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>~4.0</td> </tr> <tr> <td>Q3 2015/16</td> <td>~3.8</td> </tr> <tr> <td>Q4 2015/16</td> <td>~4.1</td> </tr> <tr> <td>Q1 2016/17</td> <td>~3.6</td> </tr> <tr> <td>Q2 2016/17</td> <td>3.7</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q2 2015/16	~4.0	Q3 2015/16	~3.8	Q4 2015/16	~4.1	Q1 2016/17	~3.6	Q2 2016/17	3.7	3.7	<p>How are we performing: There has been a decrease in the average number of days taken to respond to complaints at stage one, when compared to the same quarter last year. Average time in working days to respond to complaints at stage one per department: Chief Executive - 7.7 days People - 6.2 days Place - 3.4 days (these complaints account for the largest volume and therefore affect the average time)</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (Working Days)																	
Q2 2015/16	~4.0																	
Q3 2015/16	~3.8																	
Q4 2015/16	~4.1																	
Q1 2016/17	~3.6																	
Q2 2016/17	3.7																	
<p>Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p>	<p>SPSO-04b Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p> <table border="1"> <caption>SPSO-04b Average Times (Working Days)</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>~17.5</td> </tr> <tr> <td>Q3 2015/16</td> <td>~14.5</td> </tr> <tr> <td>Q4 2015/16</td> <td>~16.5</td> </tr> <tr> <td>Q1 2016/17</td> <td>~15.5</td> </tr> <tr> <td>Q2 2016/17</td> <td>15.1</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q2 2015/16	~17.5	Q3 2015/16	~14.5	Q4 2015/16	~16.5	Q1 2016/17	~15.5	Q2 2016/17	15.1	15.1	<p>How are we performing: There has been an decrease in the average number of days taken to respond to complaints at stage two when compared to the same quarter last year.</p> <p>Average time in working days to respond to complaints at stage two per department: Chief Executive - 18.7 days People - 11.5 days Place - 15.2 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
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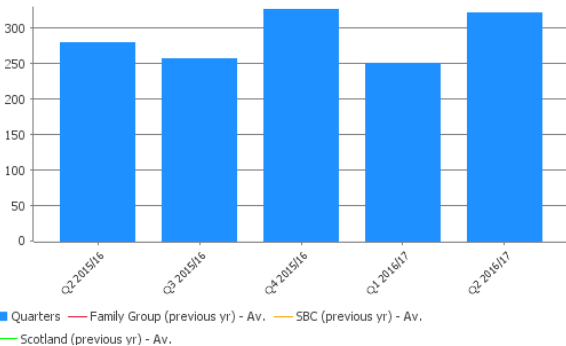


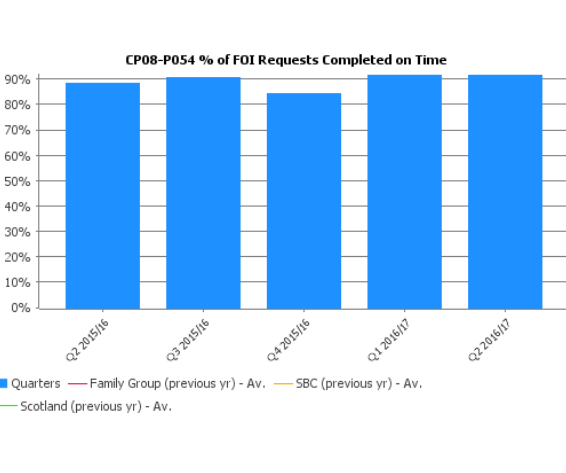


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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p>	<p>SPSO-04c Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p> <table border="1"> <caption>SPSO-04c Average times (working days)</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (working days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/16</td> <td>11</td> </tr> <tr> <td>Q3 2016/16</td> <td>18.5</td> </tr> <tr> <td>Q4 2016/16</td> <td>19.5</td> </tr> <tr> <td>Q1 2016/17</td> <td>11</td> </tr> <tr> <td>Q2 2016/17</td> <td>18.8</td> </tr> </tbody> </table>	Quarter	Average Time (working days)	Q2 2016/16	11	Q3 2016/16	18.5	Q4 2016/16	19.5	Q1 2016/17	11	Q2 2016/17	18.8	18.8	<p>How are we performing: There were 6 stage two complaints that were escalated, all within the Place department. The average time taken to respond to the customer has increased compared to the previous quarter because of 1 complaint that took 41 days to resolve. This was due to problems identifying a solution for the customer and the customer not responding to our communications seeking additional information to progress the complaint.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (working days)																	
Q2 2016/16	11																	
Q3 2016/16	18.5																	
Q4 2016/16	19.5																	
Q1 2016/17	11																	
Q2 2016/17	18.8																	
<p>Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p>	<p>SPSO-05a Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p> <table border="1"> <caption>SPSO-05a Performance against timescales (%)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/16</td> <td>85</td> </tr> <tr> <td>Q3 2016/16</td> <td>85</td> </tr> <tr> <td>Q4 2016/16</td> <td>85</td> </tr> <tr> <td>Q1 2016/17</td> <td>85</td> </tr> <tr> <td>Q2 2016/17</td> <td>87.7</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2016/16	85	Q3 2016/16	85	Q4 2016/16	85	Q1 2016/17	85	Q2 2016/17	87.7	87.7%	<p>How are we performing: There has been a slight increase of 2.3% in comparison to the same quarter last year, however overall the figure has remained fairly consistent.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Percentage																	
Q2 2016/16	85																	
Q3 2016/16	85																	
Q4 2016/16	85																	
Q1 2016/17	85																	
Q2 2016/17	87.7																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
<p>Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p>	<p>SPSO-05b Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	90.9%	<p>How are we performing: There has been an increase of 26.6% in comparison to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
<p>Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p>	<p>SPSO-05c Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	83.3%	<p>How are we performing: There were 6 complaints within stage two that were escalated, all were within Place. There was 1 escalated complaint that did not meet the 20 day timeframe which is the same as in the previous quarter. However more complaints were escalated during the period so the percentage resolved within the 20 day timeframe as a total of complaints escalated has improved.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
FOI Requests Received	<p style="text-align: center;">CP08-P053 FOI Requests Received</p> 	321	<p>Observations: The number of FOIs received by SBC has increased significantly since last quarter and is higher than it was at the same time last year, placing additional pressure upon services</p>			Nuala McKinlay
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 73</p> <p>% of FOI Requests Completed on Time</p>	<p style="text-align: center;">CP08-P054 % of FOI Requests Completed on Time</p> 	92%	<p>How are we performing: 92% of all FOI requests received were responded to within agreed timescale (20 working days) during Q2. This response rate is much improved on previous years. Whilst we strive to reach 100%, many of the requests are very complex, and require information held across a number of departments.</p> <p>Actions we are taking to improve/maintain performance: All staff must undergo training on dealing with FOIs, and the streamlining of processes within departments, as well as the availability of information on SBC's new website, means that we can respond to the majority of FOI requests quickly and efficiently</p>			Nuala McKinlay

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MONITORING OF THE GENERAL FUND REVENUE BUDGET 2016/17

Report by the Chief Financial Officer

EXECUTIVE COMMITTEE

15 November 2016

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 September 2016 and explanations of the major variances between projected outturn expenditure/income and the current approved budget.**
- 1.2 The revenue monitoring position set out in this report is based on actual income and expenditure to 30 September 2016. The Council is projecting a balanced position to 31 March 2017 with identified pressures currently being managed within departmental budgets. This balanced position assumes that £0.539m relating to the IT contract, where CMT have given a corporate commitment to fund the pressures, will be addressed in the remainder of the financial year. Pressures of £0.290m to support the Corporate Transformation programme also require to be funded.
- 1.3 At 30 September 2016 71% of savings have been delivered, (£6.959m planned efficiency savings delivered as per the Financial Plan with £0.108m achieved by alternative, permanent measures and £1.759m delivered temporarily). The remaining 29% (£3.534m) is profiled to be achieved during the remainder of 2016/17. A detailed review of remaining savings has been undertaken as detailed in Appendix 3 to this report. Further emphasis during 2016/17 needs to be placed on delivering the savings permanently as required by the Financial Plan. The current value of savings delivered temporarily in 2016/17 is £1.759m, these savings need to be delivered on a permanent basis and considered as part of the budget process.
- 1.4 Full details of pressures, risks and challenges are reported alongside the significant majority of areas of the Council's operation where approved budget plans remain on track are detailed in Appendix 1 to this report.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) notes the corporate monitoring position projected at 30 September 2016, the underlying cost drivers and the identified areas of financial risk as reflected in Appendix 1;**
- (b) approves the virements attached as Appendix 2;**
- (c) notes the progress made in achieving Financial Plan savings in Appendix 3 and the ongoing action to ensure delivery of 2016/17 Financial Plan savings on a permanent basis;**
- (d) approves the transfer of £1.683m into Allocated Reserves to contribute towards IT Transformation (£0.177m) and agreed contribution to the 2017/18 Financial Plan (£1.506m);**
- (e) notes that all management teams are focused on delivering measures to ensure a balanced outturn position is delivered in 2016/17 including delivery of £0.539m of savings to fund IT contract costs and £0.290m to support Corporate Transformation.**

3 PROJECTED OUTTURN

- 3.1 The summary revenue monitoring position included in Appendix 1 is based on actual income and expenditure to 30 September 2016. The Council is projecting a balanced position to 31 March 2017 with forecast pressures being managed within departmental budgets. There is a commitment from CMT to fund £0.539m of IT contract costs and pressures of £0.290m to support Corporate Transformation.
- 3.2 Appendix 3 sets out the progress made by the end of Month 6 to deliver the savings approved in the Financial Plan in February 2016 plus a small number of prior year savings achieved by temporary means. 71% (£8.826m) of the savings have already been delivered within the current year. Of this total £6.959m planned efficiency savings have been delivered as per the Financial Plan with £0.108m achieved by alternative, permanent measures and £1.759m delivered temporarily. The remaining 29% (£3.534m) is profiled to be delivered over the remainder of the year.
- 3.3 **Chief Executive's**
The Chief Executive's department is currently projecting a balanced position. An area of significant pressure is a continuation of the delay in the SWAN project. Members will recall this resulted in a year-end pressure in 2015/16 and this issue continues to pose a risk to the 2016/17 revenue budget pending resolution of the contractual dispute. This issue, if not resolved, could result in projected pressures of around £0.550m in 2016/17. The Council is currently working through the legal aspects of the contract with Dumfries and Galloway Council to determine the most appropriate course of action.
- 3.4 **People**
The Children & Young People's Service has savings to deliver in 2016/17 of £3.685m. The service has now delivered approximately 84% of this saving as planned. Where required, alternative savings have been identified to facilitate full delivery of the Financial Plan savings enabling the service to project a balanced year-end position. Identified savings pressures in the Additional Needs Service from delays in implementation of Inclusion for All savings are forecast to be met from available funding in the Early Years Service. External Placements remains an area of potential pressure, the financial impact of recent placements in the second quarter of the year are being managed within the Children & Families Service. Within the projected balanced position the service has been able to make a £0.100m contribution to one-off costs associated with the CGI contract. The September 2016 census confirms teacher numbers have been maintained in the 2016/17 academic year.
- 3.5 Projected outturn in Adult Services shows a breakeven position. Additional pressures due to increase of care packages and residential bed numbers will be met by internal management actions and anticipated seasonal fluctuations in the number of care packages provided.

- 3.6 Following representation from relatives a further phase of work has been authorised at the Waverley Care Home to ensure the full building is fit for purpose. This will be funded from acceleration of the Capital programme in the current year utilising the existing contractor. The work will reduce the number of long stay beds on the ground floor from 16 to 8 with en-suite facilities. Clearly the works will have an impact on revenue both through reduced income and savings in the staffing complement required to run the care home with a reduced number of residents. Detailed work to cost the revised operating model is ongoing and any consequences will require to be addressed in future revenue budgets.
- 3.7 SB Cares financial performance to date indicates a divergence from the savings reflected in the Council's approved 2016/17 budget. This is largely due to delays in the implementation of revised homecare rotas and pressures arising from delivering services to clients requiring increasingly complex packages of care. Indications are that pressures of £0.6m require to be addressed through alternative proposals. Options are under discussion between Finance, SB Cares management and SB Cares auditors to provide a one-off solution in the current year through a stock valuation adjustment. This should resolve the timing issues with delays during 2016/17 anticipated to be resolved by permanent savings delivered during 2017/18.

3.8 **Place**

A projected balanced position is forecast for the Place department. There are several potential cost and income pressures identified notably within Property & Facilities Management and in Planning where lower than forecast income is creating a potential in-year pressure. Place are actively reviewing all cost projections to identify savings from elsewhere within the Place Directorate to offset this pressure.

- 3.1 0 The first of 2 Bellwin Claims Audit claim has been audited by KPMG for works undertaken to 30th June 2016 with reimbursement of £3.8m (£3.3m net of Council contribution) relating to costs already incurred to support this claim anticipated shortly.
- 3.1 1 Following discussion at the Executive Committee meeting in August around allocating Neighbourhood Operations budgets into constituent parts, an allocation has been reflected in the Place section of Appendix 1 to this report. This information comes with the caveat that as Neighbourhood Operations operate an integrated budget with an integrated staffing model, the split can only be notional. A cross check has been undertaken to verify that the information is reasonable based on 2012 pre Neighbourhood Operations structure and also the information submitted to Scottish Government through the POBE (Projected Outturn, Budget Estimate) and LFR (Local Financial Return).

3.1 **Other/Funding**

2 Within Other a balanced budget position is forecast. £1.506m is being transferred from the financing costs of the capital programme as a result of favourable interest rates to fully provide for the previously agreed draw down from reserves as reflected in the 2016/17 Financial Plan. There are pressures of £0.290m associated with supporting the Corporate Transformation programme which require to be funded.

3.1 **ICT**

3 As part of the May monitoring report, presented to the Corporate Management Team, all departments were asked to put forward proposals to provide budget to support the £2m corporate pressure within IT transformation following approval to sign the CGI contract. Following the allocation of the 2015/16 underspend of £1.284m and departmental contributions of £0.077m to this pressure in previous reporting and a further contribution of £0.100m from Children & Young People, a saving of £0.539m remains to be found over the remainder of the year. The most recent monitoring has highlighted that while there are stated commitments from CMT to address this shortfall, proposals to address the residual balance have yet to be identified in the remainder of the year. The Corporate Management Team has instructed all managers to prioritise the delivery of financial plan savings including identification of the remaining £0.539m savings towards IT contract commitments. The monitoring position reported at month six assumes this pressure will be funded in year.

4 IMPLICATIONS

4.1 **Financial Recommendations**

There are no costs attached to any of the recommendations contained in this report, its content being specifically related to the performance of the revenue budget in 2016/17.

4.2 **Risk and Mitigations**

There is a risk that further cost pressures may emerge as the year progresses which may then impact further on the bottom line, particularly within People and Place departments. Every effort must continue to be made by Service Directors to contain projected spend in the remainder of the year and to consider permanent effects on the Financial Plan.

4.3 It is imperative therefore that all savings identified within the 2016/17 and previous financial plans are delivered permanently to ensure affordability and budget sustainability.

4.4 The risks identified above are being managed and mitigated through:

- (a) monthly reports of actual expenditure and income against approved budgets being made available to budget managers from the Council's Financial Information System;
- (b) review of budget variances and monitoring of management actions to control expenditure by Finance, Service staff and Directors and monthly reporting to CMT;
- (c) engagement with departments and review of monthly management accounts by departmental management teams;

- (d) supporting departmental corporate transformation projects to monitor and deliver the planned corporate transformation savings in the medium-term Financial Plan.

4.5 Equalities

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

4.6 Acting Sustainably

There are no significant effects on the economy, community or environment.

4.7 Carbon Management

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

4.8 Rural Proofing

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

4.9 Changes to Scheme of Administration or Scheme of Delegation

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

5 CONSULTATION

- 5.1 Depute Chief Executives, Service Directors and their relevant staff have been involved in and agreed the compilation of the budgetary control statements appended.
- 5.2 The Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager 01835 824000 X 5881

Background Papers:
Previous Minute Reference:

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

Contact us at sdouglas@scotborders.gov.uk

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL
SUMMARY

2016/17

AT END OF MONTH: Sep-16



	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	26,179	21,345	37,343	37,891	(548)	548	0	The Chief Executive's department are projecting a balanced position although a SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita of around £556k has been identified, the Council is currently working through the legal aspects of the contract to determine an appropriate course of action.
People	171,144	74,173	164,356	163,907	449	(449)	0	The People department is projecting a balanced outturn position and is actively managing known current pressures. An increase in External Placements is currently being managed within the Children & Families Social Work Service budget.
Place	37,132	20,404	36,661	36,354	307	(307)	0	Place are forecasting an over-spend of £566k arising from a range of cost and income pressures in SBC Contracts, Planning Fee Income and Property & Facilities Management. The department is seeking to identify solutions to these costs pressures and return the Directorate to a balanced position.
Loan Charges	20,485	8,114	20,415	18,894	1,521	(1,521)	0	
Other	8,263	7,288	9,240	9,313	(73)	73	0	
Total	263,203	131,324	268,015	266,359	1,656	(1,656)	0	
Financed by:								
Revenue Support Grant	(174,617)	(55,840)	(169,544)	(169,571)	27	(27)	0	Transfer of £41k to Neighbourhoods for flooding. Transfer £14k from Loan Charges for financial plan adjustment.
Non-Domestic Rates	(33,594)	(10,983)	(33,594)	(33,594)	0	0	0	
Council Tax	(52,242)	(30,508)	(52,882)	(52,882)	0	0	0	
Reserves:								
Earmarked Balances from 2015/16	(1,788)	0	(11,007)	(11,007)	0	0	0	
Earmarked Balances for future years	0	0	0	0	0	0	0	
Transfers to\from Reserves	(962)	0	(987)	696	(1,683)	1,683	0	Movement to reserves for IT Transformation (£177k) and 2017/18 Financial Plan (£1.506m).
	(263,203)	(97,331)	(268,014)	(266,358)	(1,656)	1,656	0	

Chief Executive	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	429	236	429	425	4	(4)	0	£2k available budget within employee costs, transferred to Corporate Transformation. £2k to Information Technology for centralisation of ICT budgets.
Business Support	335	2,987	5,580	5,402	178	(178)	0	Underspend in employee costs due to staff turnover and delayed recruitment. Transfer of £90k to Corporate Transformation and £31k to fund pressure in Democratic Services. £57k to Information Technology for centralisation of ICT budgets.
Public Health								
Gross Expenditure	0	25	138	138	0	0	0	
Income	0	(70)	(70)	(70)	0	0	0	
	0	(45)	68	68	0	0	0	
Strategic Policy	869	49	114	114	0	0	0	
Finance	3,587	1,814	3,534	3,408	126	(126)	0	£126k to Information Technology for centralisation of ICT budgets.
Housing Strategy & Services	3,170	1,867	5,063	5,043	20	(20)	0	£20k to Information Technology for centralisation of ICT budgets.
Human Resources								
HR	1,494	637	1,332	1,331	1	(1)	0	£1k to Information Technology for centralisation of ICT budgets.
HRSS	734	409	734	557	177	(177)	0	Options are being considered to address a pressure of around £40k within the full year Employee Benefit Financial Plan savings following lower than anticipated savings from this scheme. £177k to Information Technology for centralisation of ICT budgets.
Sub-total Human Resources	2,228	1,046	2,066	1,888	178	(178)	0	
Corporate Transformation								
Transformation	939	446	928	825	103	(103)	0	Transfer of direct staff costs relating to IT client function, to new IT Service Contract wef 1 October 2016.
Information Technology	5,112	6,170	9,775	10,990	(1,215)	1,215	0	Direct staff costs relating to IT client function as above (£103k). Centralisation of ICT budgets from departments (£1.160m). Transfer to Reserves for IT Transformation in 2017/18 (£48k).
Emergency Planning	181	73	173	162	11	(11)	0	£11k to Information Technology for centralisation of ICT budgets.
Communications	469	357	566	504	62	(62)	0	£62k to Information Technology for centralisation of ICT budgets.
Economic Development	1,584	820	1,704	1,687	17	(17)	0	Underspend in employee costs due to staff turnover and delayed recruitment. Virement of £15k to fund pressure in Democratic Services. £2k to Information Technology for centralisation of ICT budgets.
Democratic Services	1,371	728	1,371	1,318	53	(53)	0	Pressures in Children's Panel £2k, Reporting Officers £7k, property clearance shortfall £5k and Appeal Expenses £9k. £31k virement from Executive support to fund financial plan savings. £15k virement from Economic Development. Transfer to Reserves of £29k for IT Transformation in 2017/18 (Members broadband charges now covered by SWAN). £70k to Information Technology for centralisation of ICT budgets.
Integrated Trusts	6,606	4,845	6,663	6,748	(85)	85	0	£85k from C&YP (Hawick MUGA) towards pitch maintenance fund.
Sub-total Corporate Transformation	16,262	13,439	21,180	22,234	(1,054)	1,054	0	

Chief Executive	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Recharge to Non-General Fund	(701)	(48)	(691)	(691)	0	0	0	
Total - Chief Executive	26,179	21,345	37,343	37,891	(548)	548	0	

Key Highlights

A SWAN pressure resulting from increased Vodafone costs as a consequence of continuing delayed migration of sites by Capita of around £556k has been identified, the Council is currently working through the legal aspects of the contract to determine an appropriate course of action.

Key Challenges

Supporting Corporate Transformation whilst continuing to deliver departmental Financial Plans savings continues to be a challenge for the Chief Executive's department. The position above assumes existing budget will be identified across the Council to support additional posts within HR, the Health & Social Care, Integration Joint Board Chief Financial Officer (Interim) and other additional Transformational costs which have been approved.

Key Risks

There is risk that unless successful legal action around the SWAN contract is taken the Council will need to fund a £550k pressure which has arisen due to the implementation delay. Budget of c£640k needs to be identified from departments to fund the new ICT contract.

People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Children & Young People (CYP)								
Early Years	6,514	2,911	6,417	6,287	130	(130)	0	£128k available Early Years budget being transferred to cover pressure in Additional Support Needs. £2k to Information Technology for centralisation of ICT budgets.
Primary Schools	32,054	16,711	32,720	32,637	83	(83)	0	Probationer allocation for August to March (£33k). Final confirmation of contractual staffing arrangements to be confirmed. £49k to Information Technology for centralisation of ICT budgets.
Secondary Schools	40,748	21,277	41,538	41,495	43	(43)	0	Rates pressure of (£113k) forecast to be managed within the service from Utilities budgets. Probationer allocation for August to March £69k. Hawick HS Multi Use Games Area transferred to Chief Executive (£85k). Final confirmation of contractual staffing arrangements to be confirmed. £27k to Information Technology for centralisation of ICT budgets.
Central Schools	3,853	1,609	3,692	3,528	164	(164)	0	£36k Probationer allocation for August to March devolved to Primary and Secondary Schools £36k. £11k transferred to Place for School Estate review legal support. £116k to Information Technology for centralisation of ICT budgets.
Transportation	3,352	971	3,627	3,627	0	0	0	
School Meals	2,133	813	1,782	1,782	0	0	0	
Community Learning & Development	997	598	1,130	1,129	1	(1)	0	£1k to Information Technology for centralisation of ICT budgets.
Additional Support Needs	0	5,025	10,686	10,798	(112)	112	0	Pressure in ANA and Art Therapist savings targets (£128k), met from available budget in Early Years. £15k to Information Technology for centralisation of ICT budgets.
Children & Families (Social Work)	25,865	6,576	14,989	14,870	119	(119)	0	External placement costs are currently within budget, with the impact of new placements being assessed monthly. Pressures within Kinship care and the impact of delayed delivery of Financial Plan savings are currently being managed within the Children & Families Social work budget. £19k to Information Technology for centralisation of ICT budgets. £100k to Information Technology towards in year pressures.
Sub-total Children & Young People	115,516	56,491	116,580	116,152	428	(428)	0	
Adult Services								
Older People	7	0	7	7	0	0	0	
People with Mental Health Needs	101	62	101	101	0	0	0	
Adults with Learning Disabilities	3	3	3	3	0	0	0	
Generic Services & Staff Teams	680	339	723	723	0	0	0	
Safer Communities	0	77	500	493	7	(7)	0	Moved from Place, Neighbourhood Services. £7k to Information Technology for centralisation of ICT budgets.
Services in the Criminal Justice System	0	191	0	0	0	0	0	
Sub-total Adult Services	791	672	1,334	1,327	7	(7)	0	

People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Social Care & Health Partnership								
Older People	29,144	8,863	22,282	22,275	7	(7)	0	Pressure of £240k on budget due to increase in client packages of care and increased number of residential placements, however the resulting budget pressure will be met by internal management actions. £7k to Information Technology for centralisation of ICT budgets
Adults with Learning Disabilities (AWLD)	14,671	6,688	15,081	15,081	0	0	0	
People with Physical Disabilities (PWPD)	3,180	1,492	3,360	3,360	0	0	0	
People with Mental Health Needs	2,161	899	2,129	2,124	5	(5)	0	Projected underspend of £105k in the main due to cessation of Border Crisis Centre Contract which will be non-recurring but which will offset pressures elsewhere in SC&H during 2016/17. £5k to Information Technology for centralisation of ICT budgets.
Generic Services & Staff Teams	3,642	(419)	4,617	4,615	2	(2)	0	Savings still to be achieved but are on track to being met to bring in a balanced position. £2k to Information Technology for centralisation of ICT budgets.
Contribution from SB Cares	(1,027)	(514)	(1,027)	(1,027)	0	0	0	
Sub-total Social Care & Health Partnership	51,771	17,010	46,442	46,428	14	(14)	0	Projected outturn shows a breakeven position. Additional pressures due to increase of care packages and residential bed numbers will be met by internal management actions and anticipated seasonal fluctuations.
Business Support	3,066	0	0	0	0	0	0	
Total - People	171,144	74,173	164,356	163,907	449	(449)	0	

Key Highlights

There have been delays in delivering the Children & Young People's Service 2016/17 Financial Plan savings within the Additional Support Needs service which are being addressed from a projected underspend within the Early Years Service. There has been an increase in External Placements from the second quarter of the Financial Year which is currently being managed within the Children & Families Social Work Service.

Projected outturn in Adult Services shows a breakeven position. Additional pressures due to increase of care packages and residential bed numbers will be met by internal management actions and anticipated seasonal fluctuations in the number of care packages provided.

Key Challenges

The Children & Young People's Service has £3.6m of savings to deliver permanently in 2016/17. £0.6m of these savings have been achieved by alternative means and work is underway with the service to identify permanent solutions in future years.

Delivery of agreed 2016/17 Financial Plan savings continues to be challenging within Adult Services. Project delivery meetings are being held to provide clarity on actions required to ensure full delivery.

Key Risks

Any further increase in external placements, and delays in delivering balance of Financial Plan savings e.g. Business Support savings within schools.

Place	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Commercial Services								
Infrastructure Asset Management	1,982	1,146	2,004	2,000	4	(4)	0	£4k to Information Technology for centralisation of ICT budgets.
Pay Parking	0	(28)	82	79	3	(3)	0	£3k to Information Technology for centralisation of ICT budgets.
Fleet Management	(191)	186	(194)	(199)	5	(5)	0	£5k to Information Technology for centralisation of ICT budgets.
Passenger Transport	2,095	1,100	2,092	2,087	5	(5)	0	Small underlying pressure in Passenger Transport arising primarily from Bus Subsidies. Place are working to identify savings from elsewhere within the Place Directorate to offset this pressure. £5k to Information Technology for centralisation of ICT budgets.
Design Services	122	88	142	142	0	0	0	
Projects	156	85	205	235	(30)	30	0	£30k from Loan Charges to fund Chambers Institute commissioned feasibility works.
Trading Contribution	(549)	1,726	(549)	(549)	0	0	0	A balanced position is projected. It is anticipated that a current pressure on margins will be offset by the current level of workload and forward order book looking strong.
Property & Facilities Management	3,679	1,429	3,696	3,676	20	(20)	0	There are under-lying cost pressures in Cleaning (Postage costs and Equipment Maintenance) and Office Accommodation (utilities and rates). Place are working to identify savings from elsewhere within the Place Directorate to offset this pressure. £3k transfer for Feasibility works. £20k to Information Technology for centralisation of ICT budgets.
Sub-total Commercial Services	7,294	5,732	7,478	7,471	7	(7)	0	
Neighbourhood Services								
Customer Services	1,716	1,509	1,867	1,554	313	(313)	0	£19k into Customer services for Scottish Welfare Fund admin costs, £97k increased income to Neighbourhood Operations to reduce pressure as part of the action plan. £235k to Information Technology for centralisation of ICT budgets.
Waste	9,347	3,172	9,060	9,045	15	(15)	0	£16k to Information Technology for centralisation of ICT budgets.
Safer Communities	442	0	0	0	0	0	0	Safer Community service moved to People, Adult Services
Neighbourhood Operations	12,610	8,535	12,705	12,811	(106)	106	0	Projected service overspend to be managed through additional Contracts income. £97k from Customer Services, and £19k from Strategy & Policy to fund current pressure. £29k to Capital for contributions to play parks. Transfer of £41k from RSG for flooding. £22k to Information Technology for centralisation of ICT budgets.
- Roads	3,965	2,684	3,994	4,029				
- Parks & Open Spaces	3,007	2,035	3,030	3,055				
- Winter Maintenance	3,889	2,632	3,918	3,951				
- Burials	26	18	27	27				
- Public Conveniences	313	212	316	318				
- Street Cleansing	1,410	954	1,420	1,432				
Strategy & Policy	0	406	839	820	19	(19)	0	£19k to Neighbourhood operations to reduce pressure as part of the action plan.
Sub-total Neighbourhood Services	24,115	13,622	24,471	24,230	241	(241)	0	

Place	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Regulatory Services								
Assessor & Electoral Registration Officer	716	308	674	667	7	(7)	0	£34k transfer from Planning to cover increased employee costs. £41k to Information Technology for centralisation of ICT budgets.
Legal Services	757	292	684	695	(11)	11	0	£12k transfer from Education to provide Legal support for School Estate review. £1k to Information Technology for centralisation of ICT budgets.
Planning	987	(382)	1,342	1,330	12	(12)	0	£34k transfer to Assessors to fund employee costs pressure. There is an underlying pressure on Planning Fee which is continuing to run below the required rate to meet the income target. Place are working to identify savings from elsewhere within the Directorate to offset this pressure. £19k to Information Technology for centralisation of ICT budgets.
Regulatory Services	1,290	516	1,290	1,247	43	(43)	0	£41k transfer to Planning towards financial plan savings. £2k to Information Technology for centralisation of ICT budgets.
Audit & Risk	372	200	372	372	0	0	0	
Health & Safety	438	116	350	342	8	(8)	0	£8k to Information Technology for centralisation of ICT budgets.
Sub-total Regulatory Services	4,560	1,050	4,712	4,653	59	(59)	0	
Business Support	1,163	0	0	0	0	0	0	
Total - Place	37,132	20,404	36,661	36,354	307	(307)	0	

Key Highlights

A projected balanced position is forecast for the Place department. There are several potential cost and income pressures identified notably within Property & Facilities Management and in Planning where lower than forecast income is creating a potential in-year pressure. Place are actively reviewing all cost projections to identify savings from elsewhere within the Place Directorate to offset this pressure.

We have now received the Bellwin Claim Audit Certificated from KPMG for works done to 30th of June we expect to receive Bellwin compensation which totals £3.8m for this first phase of works shortly.

Following discussion at the Executive Committee meeting in August around allocating Neighbourhood Operations budgets into constituent parts, an allocation has been reflected above. This information comes with the caveat that as Neighbourhood Operations operate an integrated budget with an integrated staffing model, the split can only be notional.

Key Challenges

Pressures have been identified within SBc Contracts through reduced gross margin on Contract Works and Surfacing, it is anticipated that this will be offset by the current level of workload and forward order book looking strong.

A review of Bus Services rationalisation which is underway is not expected to yield savings until the 2017/18 financial year.

Neighbourhood Operations have significant historical in-service pressures which they are dealing with from within existing Neighbourhood Services budgets.

Key Risks

Winter activity levels assumed are based on long-term historical averages, if weather conditions are worse than average this could again pose a financial risk to Neighbourhoods in 2016/17 later in the year.

The Planning service is highly dependent on fee income to achieve their budget target which now looks unlikely and has been reflected in this round of monitoring.

Although the order book is strong margins remain under pressure within SBc Contracts

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2016/17

AT END OF MONTH: Sep-16



OTHER

Other	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/underspend	Summary Financial Commentary
Corporate Transformation	(444)	211	588	680	(92)	92	0	Additional Corporate Transformation pressures being presented elsewhere on agenda following which financial implications will be confirmed.
Early Retirement/Voluntary Severance	418	43	418	418	0	0	0	
Fairer Scotland	223	0	13	13	0	0	0	
Loan Charges	20,485	8,114	20,281	18,731	1,550	(1,550)	0	£1.506m movement to Reserves. £14k RSG financial plan adjustment and £30k to Place (feasibility) for Chambers Institute.
Capital Financed from Current Revenue (CFCR)	0	0	134	163	(29)	29	0	Capitalisation of revenue budget.
Interest on Revenue Balances IORB	(10)	0	(20)	(20)	0	0	0	
Contribution to Property Maintenance	2,176	2,176	2,176	2,176	0	0	0	
Provision for Bad Debts	125	125	125	125	0	0	0	
Housing Benefits								
Gross Expenditure	29,910	15,667	29,910	31,333	(1,423)	1,423	0	
Income	(29,317)	(15,219)	(29,317)	(30,438)	1,121	(1,121)	0	
	593	448	593	895	(302)	302	0	Pressure of £302k. This area is directly affected by customer actions and Department Of Work and Pensions change notification procedures for Housing Benefit claims. Relatively new procedures are identifying historic changes causing unavoidable increases for which trend information is not yet available. The expectation is that there will be a decline in future years.
Discretionary Housing Payments								
Gross Expenditure	58	370	791	772	19	(19)	0	£19k to Customer Services for Scottish Welfare Fund Admin costs.
Income	0	(167)	(500)	(500)	0	0	0	
	58	203	291	272	19	(19)	0	
Council Tax Reduction Scheme	5,707	5,112	5,707	5,405	302	(302)	0	Reduction in benefit caseload. £302k transferred to cover pressures in Housing Benefit.
Non Domestic rates Relief	150	107	150	150	0	0	0	
Commercial Rents	(1,225)	(1,090)	(1,225)	(1,225)	0	0	0	
Scottish Welfare Fund	492	(47)	424	424	0	0	0	
Total - Other	28,748	15,402	29,655	28,207	1,448	(1,448)	0	

MONTHLY REVENUE MANAGEMENT REPORT

SCOTTISH BORDERS COUNCIL

2016/17

AT END OF MONTH: Sep-16



OTHER

Key Highlights

Available budget within Loan Charges as a result of favourable interest rates is being used to address known pressures. A review of our short to medium term borrowing requirements is underway following the EU referendum results to highlight any risks or benefits which may result.

Key Challenges

Budget needs to be identified from within departments to resource the Corporate Transformation as it develops, this is likely to prove challenging.

Key Risks

The ongoing supply of Real Time Information changes from the Department Of Work and Pensions which affects Housing Benefit entitlement continues to impact the overall award and payment position administered by Customer Services. Although Customer Services is reviewing the position further there is a risk this will impact on the financial monitoring of this budget.

MONTHLY REVENUE MANAGEMENT REPORT

PERFORMANCE INDICATOR INFORMATION 2016/17 AT END OF : **Sep-16**

Key Cost Driver Performance Analysis - Chief Executive

	Month Sep-15	Month Aug-16	Month Sep-16	Narrative
1 No of Homelessness Properties	165	164	165	
2 No of homelessness presentations	53	72	64	
3 No in B&B	1	0	1	

Key Cost Driver Performance Analysis - People

	Month Sep-15	Month Aug-16	Month Sep-16	Narrative
Schools				
1 Transportation (proj % of budget)	100%	100%	100%	
2 Unitary Charge (proj % of budget)	100%	100%	100%	
ADULT SERVICES				
	Baseline @ Sep-15	Month Aug-16	Month Sept-16	
3 Homecare Hours	10,785	9,473	9,542	
4 Residential: Elderly Beds (excl respite beds, and Intermediate care)	652	664	672	
ICS				
	Baseline @ Sept 15	Month Aug-16	Month Sept-16	
5 Out of Authority Placements	50	34	34	
6 Foster Care	95	96	98	
7 Kinship Care	55	56	59	
8 Secure Placements	1	0	0	

MONTHLY REVENUE MANAGEMENT REPORT

PERFORMANCE INDICATOR INFORMATION **2016/17** **AT END OF :** **Sep-16**

Key Cost Driver Performance Analysis - Place

				Narrative	
	Month Sep-15	Month Aug-16	Month Sep-16		
Commercial Services					
1	Contracts Won (by value £k)	1,327	588	2,246	
2	PT Fares Income (£k)	176	197	174	
3	FM Dayworks costs (£k)	114	77	64	
4	Fuel Price (Derv ppl)	90	92	96	
5	Primary school meal uptake per day	55%	54%	54%	
6	Secondary school income per day	£5,470	£4,381	£6,348	Reviewing Indicator
Neighbourhood Services					
7	Roads Expenditure Committed	313	156	798	
8	Salt Stock (t)	16,519	18,754	18,754	
9	Recyclate Tonnage	2029	n/a	n/a	
10	Landfill Tonnage (MSW)	3345	n/a	n/a	

Key Cost Driver Performance Analysis - Other Services

				Narrative	
	Month Sep-15	Month Aug-16	Month Sep-16		
Other					
1	Current live procurement contracts	45	tbc	25	
2	ER/VS approved (FTE)	44.78	5.55	7.55	
3	Compulsory redundancies approved (FTE)	0.00	0.00	tbc	
4	Number of new HB Claimants	168	n/a	100	
5	Number of ongoing HB Claims requiring action	1240	n/a	979	
6	No of properties eligible for full NDR Relief	3,593	3,747	3,734	
7	No of properties eligible for partial NDR Relief	1,140	1,262	1,239	

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Budget Virement Requirement

Chief Executive

No. of Virements 3

1 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Chief Executive	£	£	£
Budget Head	Employee Costs	(2,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	2,000	0	0

Because

Underspend in Chief Executive to be used to fund pressures in Corporate Transformation.

2 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Business Support	£	£	£
Budget Head	Employee Costs	(121,000)	0	0

Service	Economic Development	£	£	£
Budget Head	Employee Costs	(15,000)	0	0

Total		(136,000)	0	0
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To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Democratic Services	£	£	£
Budget Head	Employee Costs	31,000	0	0
	Supplies & Services	6,000	0	0
	Third Party Payments	4,000	0	0
	Income	5,000	0	0

Department	Other	2016/17	2017/18	2018/19
Service	Corporate Transformation	£	£	£
Budget Head	Employee Costs	90,000	0	0

Total		136,000	0	0
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Because

Underspends in Business Support and Economic Development to be used to fund Democratic Services Pressure and Corporate Transformation projects.

3 Virement is required from

Department	Chief Executive	2016/17	2017/18	2018/19
		£	£	£
Service	Chief Executive	(1,736)	(1,736)	(1,736)
	Executive Support	(175)	(175)	(175)
	People Business Support	(57,385)	(57,385)	(57,385)
	Strategic Policy	(212)	(212)	(212)
	Finance	(125,725)	(125,725)	(125,725)
	Housing Strategy & Services	(20,423)	(20,423)	(20,423)
	Human Resources	(550)	(550)	(550)
	HRSS	(177,024)	(177,024)	(177,024)
	Business Transformation	(103,086)	(173,033)	(173,033)
	Information Technology	(48,000)		
	Emergency Planning	(10,991)	(10,991)	(10,991)
	Communications	(61,743)	(61,743)	(61,743)
	Economic Development	(2,085)	(2,085)	(2,085)
	Democratic Services	(98,855)	(98,855)	(98,855)

Department	People	2016/17	2017/18	2018/19
		£	£	£
Service	Early Years	(2,437)	(2,437)	(2,437)
	Primary Schools	(49,367)	(49,367)	(49,367)
	Secondary Schools	(27,170)	(27,170)	(27,170)
	Central Schools	(116,192)	(116,192)	(116,192)
	Community Learning & Development	(700)	(700)	(700)
	Additional Support Needs	(15,290)	(15,290)	(15,290)
	Children & Families (Social Work)	(119,336)	(19,336)	(19,336)
	Older People	(7,474)	(7,474)	(7,474)
	People with Mental Health Needs	(4,600)	(4,600)	(4,600)
	Adults with Learning Disabilities	(385)	(385)	(385)
	Generic Services & Staff Teams	(1,590)	(1,590)	(1,590)
	Safer Communities	(7,328)	(7,328)	(7,328)

Department	Place	2016/17	2017/18	2018/19
		£	£	£
Service	Infrastructure Asset Management	(3,792)	(3,792)	(3,792)
	Pay Parking	(2,704)	(2,704)	(2,704)
	Fleet Management	(4,906)	(4,906)	(4,906)
	Passenger Transport	(4,940)	(4,940)	(4,940)
	Design Services	(270)	(270)	(270)
	Property & Facilities Management	(20,443)	(20,443)	(20,443)
	Customer Services	(235,300)	(235,300)	(235,300)
	Waste	(15,544)	(15,544)	(15,544)
	Neighbourhoods Operations	(21,829)	(21,829)	(21,829)
	Assessor & Electoral Registration Officer	(41,136)	(41,136)	(41,136)
	Legal Services	(963)	(963)	(963)
	Planning	(18,857)	(18,857)	(18,857)
	Regulatory Services	(1,510)	(1,510)	(1,510)
	Audit & Risk	(450)	(450)	(450)
	Health & Safety	(7,672)	(7,672)	(7,672)

Total	(1,440,175)	(1,362,122)	(1,362,122)
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To

Department	Chief Executive	2016/17	2017/18	2018/19
		£	£	£
Service	Information Technology			
Budget Head	Third Party Payments	1,263,175	1,362,122	1,362,122

Department	Financed By	2016/17	2017/18	2018/19
		£	£	£
Service	Reserves			
Budget Head	Supplies & Services	177,000	0	0

Total	1,440,175	1,362,122	1,362,122
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Because

Centralisation of ICT budgets from departments following the move to the new ICT service provision from 1st October 2016 as previously approved by Council (£1,263k), and carry forward of budget for IT Transformation in 2017-18 (£177k).

Budget Virement Requirement People No. of Virements 4

1 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Early Years	£	£	£
Budget Head	Supplies & Services	(127,516)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	127,516	0	0

Because

To transfer available budget in Early Years to cover a shortfall in Additional Needs Assistant and Art Therapist savings targets in Additional Support Needs.

2 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	(85,000)	0	0

To

Department	Chief Executive	2016/17	2017/18	2018/19
Service	Integrated Trusts	£	£	£
Budget Head	Premises Related Expenditure	85,000	0	0

Because

To transfer budget from the Hawick High School Multi Games Area in Secondary Schools to Chief Executive.

3 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(35,784)	0	0

To

Department	People	2016/17	2017/18	2018/19
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(33,389)	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	69,173	0	0

Total	35,784	0	0
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Because

To devolve budgets to Primary and Secondary Schools to reflect probationer funding for 2016/17 summer academic term.

4 Virement is required from

Department	People	2016/17	2017/18	2018/19
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(11,969)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Legal Services	£	£	£
Budget Head	Employee Costs	11,969	0	0

Because

To transfer budget from Central Schools to Place to cover legal support for the School Estates Review.

Budget Virement Requirement Place No. of Virements 4

1 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	(4,000)	0	0
Budget Head	Income	(30,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Assessor & Electoral Registration Officer	£	£	£
Budget Head	Employee Costs	34,000	0	0

Because

Transfer to Assessors to fund employee costs pressure.

2 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Customer Services	£	£	£
Budget Head	Income	(97,000)	0	0

Service	Strategy & Policy	£	£	£
Budget Head	Employee Costs	(19,000)	0	0
	Income	(116,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Neighbourhoods Operations	£	£	£
Budget Head	Income	116,000	0	0

Because

Transfer of Budget From Customer Services and Strategy & Policy to offset historical pressure in Neighbourhoods Operations.

3 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Neighbourhoods Operations	£	£	£
Budget Head	Third Party Payments	(29,212)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges - Capital Financing Costs	£	£	£
Budget Head	Capital Financed from Current Revenue	29,212	0	0

Because

Transfer of revenue budget for contributions towards Wilton Lodge Park capital project (£20k), Gibson Play Park (£1k), West Linton Park (£7k), and Clovenfords Park (£1k).

4 Virement is required from

Department	Place	2016/17	2017/18	2018/19
Service	Regulatory Services	£	£	£
Budget Head	Employee Costs	(40,873)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Planning	£	£	£
Budget Head	Employee Costs	40,873	0	0

Because

Transfer of budget to Planning towards Regulatory Services Financial Plan savings

Budget Virement Requirement Other No. of Virements 5

1 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Discretionary Housing Payments	£	£	£
Budget Head	Supplies & Services	(19,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Customer Services	£	£	£
Budget Head	Employee Costs	19,000	0	0

Because

Transfer of budget from Discretionary Housing Payments towards Scottish Welfare Fund Administration.

2 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Supplies & Services	(302,000)	0	0

To

Department	Other	2016/17	2017/18	2018/19
Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	1,423,000	0	0
Budget Head	Income	(1,121,000)	0	0

Total		302,000	0	0
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Because

Transfer of budget to offset pressures in Housing Benefit due to reduction in benefit caseload.

3 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(1,506,000)	0	0

To

Department	Financed By	2016/17	2017/18	2018/19
Service	Reserves	£	£	£
Budget Head	Supplies & Services	1,506,000	0	0

Because

Transfer available budget in Loans Charges as a result of favourable interest rates to provide for the previously approved draw down from reserves to support the 2017/18 Financial Plan.

4 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(14,000)	0	0

To

Department	Financed By	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	14,000	0	0

Because

Transfer of budget from Loan Charges for technical Financial Plan Adjustment.

5 Virement is required from

Department	Other	2016/17	2017/18	2018/19
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(30,000)	0	0

To

Department	Place	2016/17	2017/18	2018/19
Service	Projects	£	£	£
Budget Head	Third Party Payments	30,000	0	0

Because

Transfer of budget from Loan Charges to fund commissioned feasibility works for Chambers Institute, Peebles.
--

Budget Virement Requirement Financed By No. of Virements 1

1 Virement is required from

Department	Financed By	2016/17	2017/18	2018/19
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(41,165)	0	0

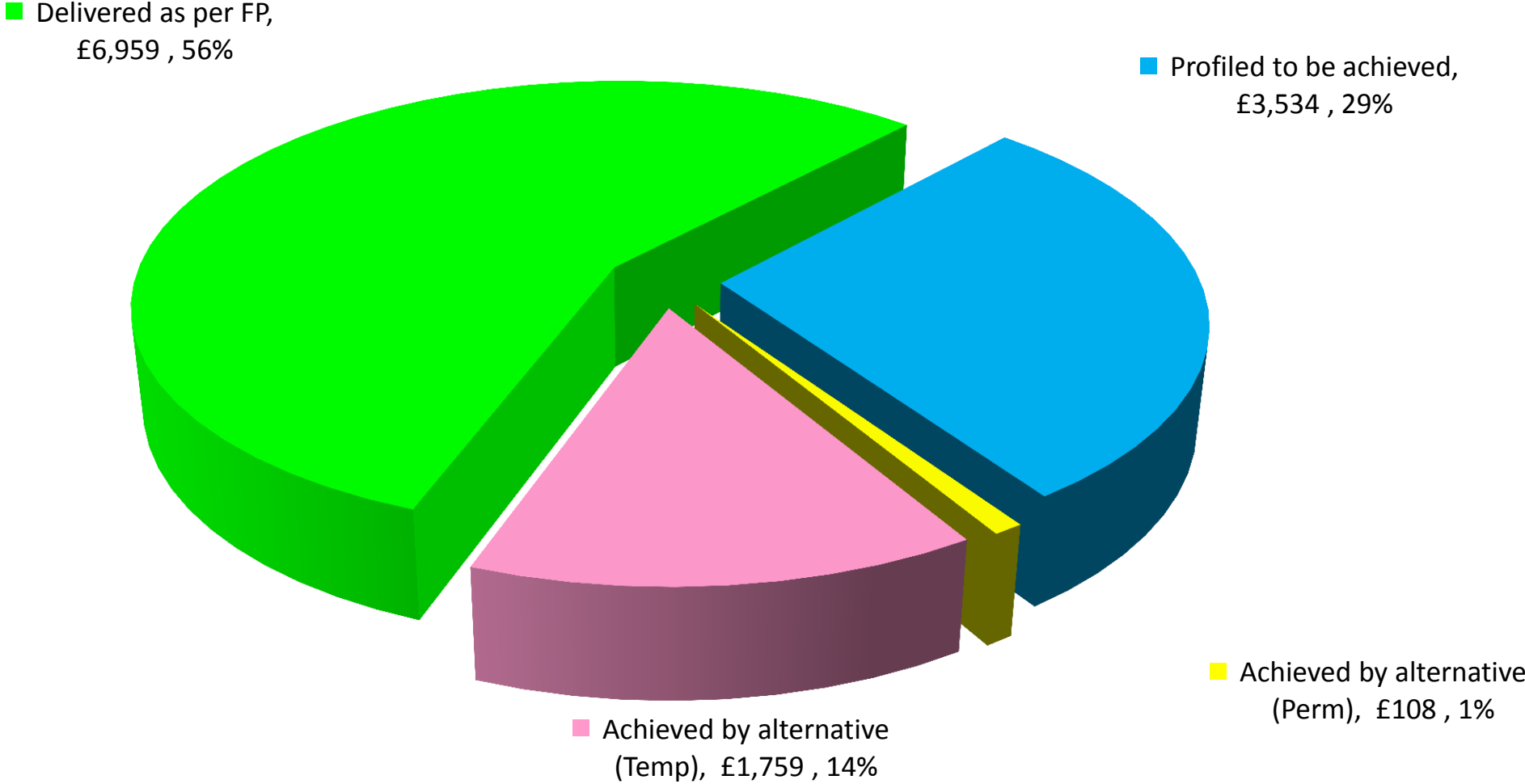
To

Department	Place	2016/17	2017/18	2018/19
Service	Neighbourhoods Operations	£	£	£
Budget Head	Supplies & Services	41,165	0	0

Because

Additional income from RSG for Flooding works.
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SBC (Total) Efficiency Savings Progress £'000

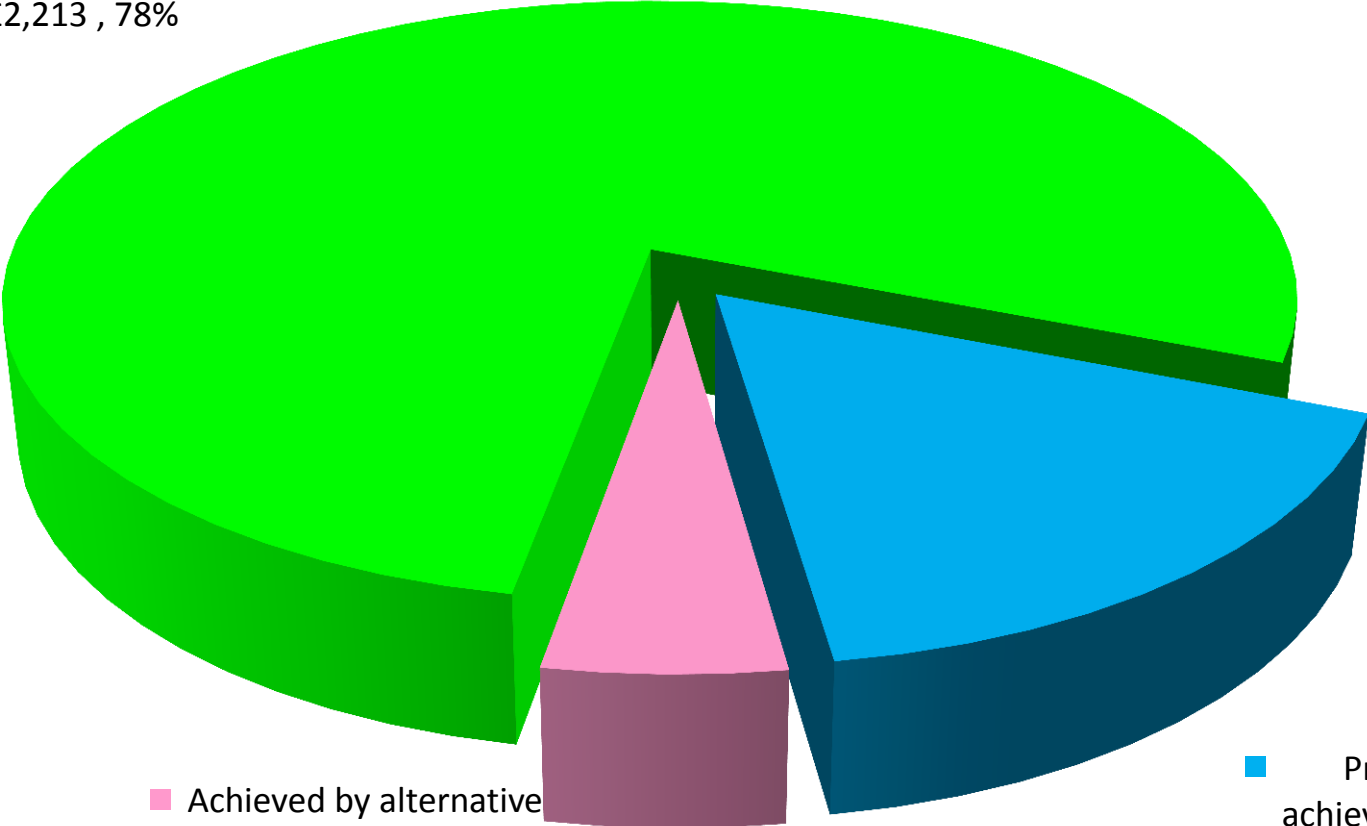


FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

Status	Saving £'000
Delivered as per FP	£ 6,959
Profiled to be achieved	£ 3,534
Achieved by alternative (Perm)	£ 108
Achieved by alternative (Temp)	£ 1,759
	<u>12,360</u>

Chief Executive & Other Efficiency Savings Progress £'000

■ Delivered as per FP,
£2,213 , 78%



■ Achieved by alternative
(Temp), £142 , 5%

■ Profiled to be
achieved, £476 , 17%

FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

CHIEF EXECUTIVE & OTHER

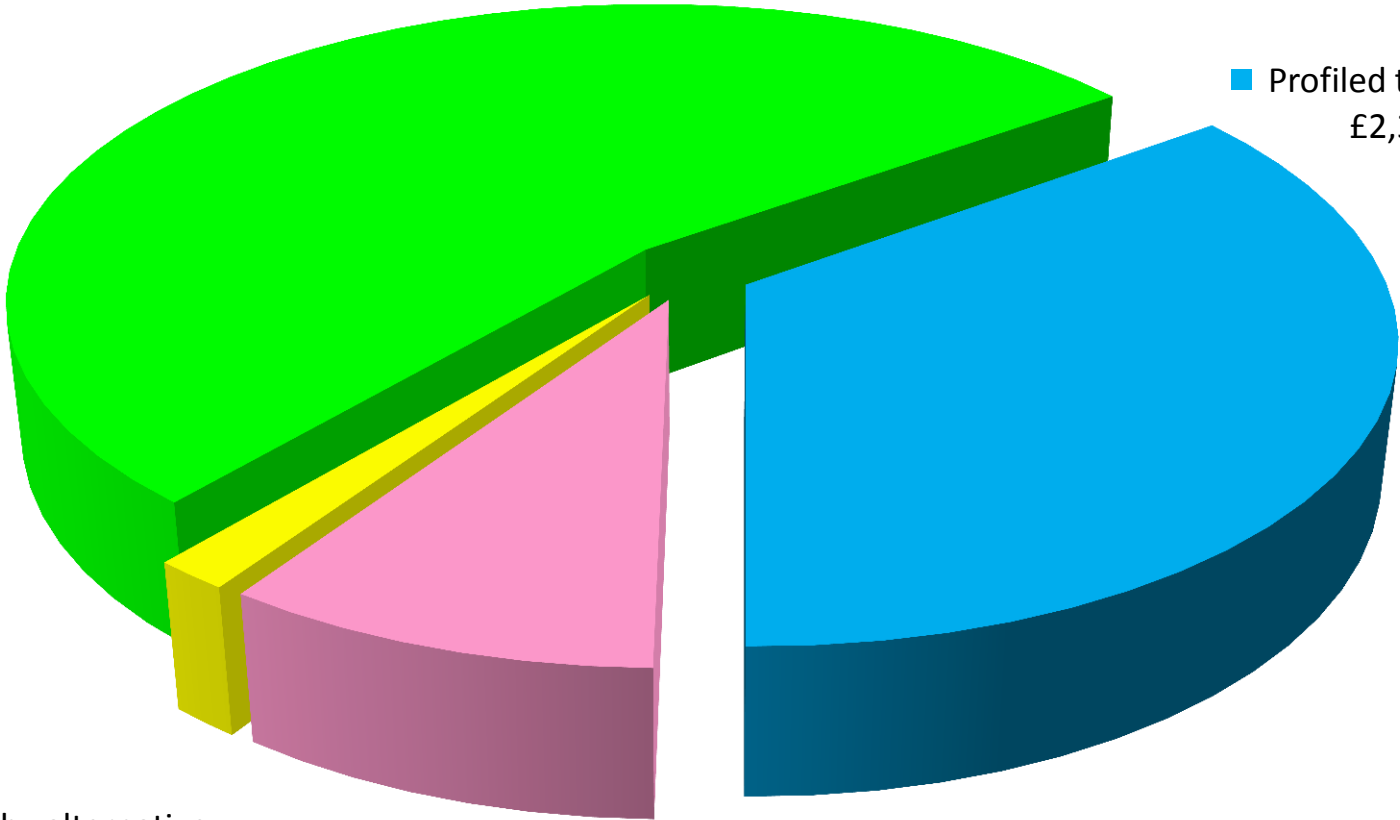
Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Savings in back office support services	397	302			95				Delivered as per FP	£ 2,213
Savings in Housing Strategy & Services	11				11				Profiled to be achieved	£ 476
HR - Reduction to training and occupational health	60		39		21				Achieved by alternative (Perm)	£ -
Reduction in management structure costs	110	110							Achieved by alternative (Temp)	£ 142
CYP Business Support and admin review	211	211							Not Achieved - Risk	£ -
Employee Benefits	70	31	39							
Reduce management fee to Sports Trusts	60	60								2,831
Cultural Services review	118	118								
Reduce the number of Halls and Community Centres	100	100								
Efficiencies in Culture and Sport funding	200	200								
Printer Refresh - restated savings	100		100							
Reduction in external printing costs	10		10							
Savings from insurance retendering	21	21								
Procurement savings across all departments	143	35	108							
Reduce mileage usage by 20%	14	14								
Savings on property maintenance	100	100								
ICT investment in new technologies	150		150							
Reduction in Loans Charges	225	225								
Additional income from long term empty properties	500	500								
Savings in back office support services	33	33					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Employee Benefits Strategy	15	15					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Cultural Services Review	138	138					Saving requirement brought forward from 2015/16 as only met temporarily last year			
Reduction in external printing costs	15				15		Saving requirement brought forward from 2015/16 as only met temporarily last year			
Reduction in printing contract through contract renewal	30		30				Saving requirement brought forward from 2015/16 as only met temporarily last year			
	2,831	2,213	476	0	142	0				

People Efficiency Savings Progress £'000

■ Delivered as per FP
£3,585 54%

■ Profiled to be achieved
£2,342 35%



Page 105

■ Achieved by alternative means (Perm) £108
2%

■ Achieved by alternative means (Temp) £615
9%

FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

PEOPLE

Savings :

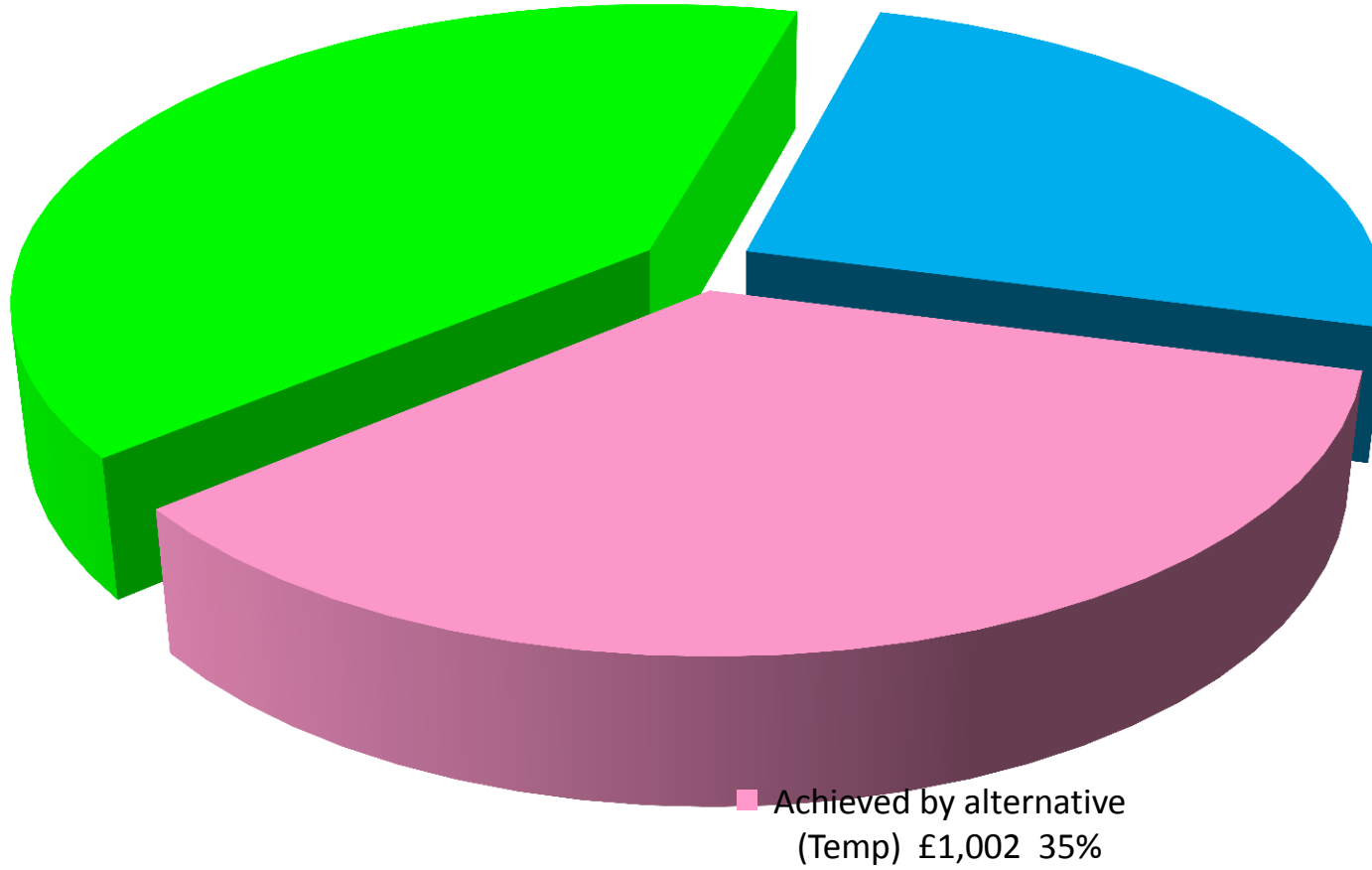
	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
CYP management review	234	234							Delivered as per FP	£ 3,585
Delivery of Inclusion for All	612	524			88				Profiled to be achieved	£ 2,342
Early Year review	571	571							Achieved by alternative means (Temp)	£ 615
Learning Delivery Framework review	454	354			100				Achieved by alternative means (Perm)	£ 108
Focused education delivery	318	238			80				Not Achieved - Risk	£ -
Redesign of elements of the Children & Families Social Work service	350	280			70					
Closing the Gap	460	460								6,650
Review of business management & specialist posts	300	247	53							
CYP Business Support and admin review	100		100							
Strategy for Supporting Independence	100		100							
Strategy and delivery model for the provision of night support	50	50								
Targeted reduction of complex homecare packages	166	62	104							
Reduce commissioned services from The Leadership Group	50	50								
Review of commissioned services within Children & Young People	170				170					
Implementation of Arms-Length Organisation	547		547							
Review of contracts with voluntary organisations	58	58								
Review of contracts and commissioning arrangements	320	120	200							
Review of cleaning arrangements in schools	30	30								
Review of PPP contract	107				107					
Reduce mileage usage by 20%	80		80							
Reprovision reviewing process for Care packages	131	131								
Review of Adults with Learning Disabilities to meet demand	549		549							
Review of Older People to meet demand	234		234							
Redesign of Assessment & Care Management model	100		100							
Reduce mileage usage by 20%	30		30							
Primary school meals	6	6								
Increased fees & charges	12	12								
Convert short stay beds to long stay beds	104	104								
Bordercare Inflationary Charge	4	4								
Review of all Social Work Business Support Services - Adults	48	48								
Management & Admin Review of Children & Young People	90			90						
Strategy for Supporting Independence	100		100							
Review Day Services for Older People	102	2	100							
Review Provision of Secondary Education	18			18						
More efficient use of premises for evening lets (2014-15 Full Year Effect)	45		45							
	6,650	3,585	2,342	108	615	0				

Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year

Place Efficiency Savings Progress £'000

■ Delivered as per FP,
£1,161 , 40%

■ Profiled to be achieved
£716 25%



■ Achieved by alternative
(Temp) £1,002 35%

FINANCIAL PLAN EFFICIENCY PROGRESS 2016/17

PLACE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Savings in Health & Safety	2	2							Delivered as per FP	£ 1,161
Review of delivery of Council Welfare Benefits service	72	72							Profiled to be achieved	£ 716
Savings within Audit & Risk	43	43							Achieved by alternative (Perm)	£ -
Restructuring of the Planning Service	30	30							Achieved by alternative (Temp)	£ 1,002
Permanent manpower saving from the Planning structure	45	33				12			Not Achieved - Risk	£ -
Temporary manpower saving from the Planning structure	28	28								
Property & Facilities	75	45				30				
Savings within Customer Services	106	106								
Review of Service Directorate	250	60				190				
Savings in Estates Management	50	50								
Manpower savings in Infrastructure & Asset Management	147	49				98				
Joint-Venture Assessors service with Dumfries & Galloway	10					10				
Reduce PAT testing	12	12								
Reviewing and reducing external services expenditure	25	25								
Property rationalisation savings	69		55			14				
Asset disposal & estate rationalisation	0		0							
Energy Efficiency project	88	54	34							
Integrated Waste Management Plan	96	96								
Modernise Winter operations	100					100				
Review of toilet provision	70		70							
Bus Subsidies	200		24			176				
Neighbourhoods home to work mileage	20					20				
Reduce mileage usage by 20%	71		71							
Review of Street Lighting provision (SLEEP project)	176		176							
Review of Statutory Services	200	28	148			24				
Increase major adaptation grant administration fee	5		5							
Charge for Pre-Planning advice	10		10							
Planning fee Income	35		35							
Place fees & charges	80					80				
Regulated Bus fares	35		35							
Increase in minimum rental charge (property & allotments)	0		0							
Charge Estate Management time	25		25							
Increase the charging level on capital projects work.	34	34								
Increase the surplus budget of the Fleet Management service	15	15								
Increased income from ceremonies	16	16								
Increased income from burial fees	20	20								
Change in timing of charging for headstones	38	38								
Second homes Council Tax	140	140								
Develop an Integrated Waste Plan	150	43	28			79				
Review of Neighbourhood Services	192	89				103				
Review of Passenger Transport	33	33								
Savings from rates appeals	46					46				
Savings from rates appeals	20					20				
	2,879	1,161	716	0	1,002	0				

Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year
 Saving requirement brought forward from 2015/16 as only met temporarily last year

MONITORING OF THE CAPITAL FINANCIAL PLAN 2016/17

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

15 November 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on the progress of the 2016/17 Capital Financial Plan, seeks approval for projected outturns and associated virements, and the reallocation of funds.**
- 1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 September 2016. Key issues identified in these tables are summarised within the main report.
- 1.3 The tables identify a projected net variance of £2.179m against the approved budget.
- 1.4 The net in-year budget increase of £1.162m is primarily due to a gross up of external funding received from SCOTS of £0.503m for Roads and Bridges and an increase in the projection for the Plant and Vehicle Replacement, fully funded from the P&V Fund.
- 1.5 The net budget timing movements to future years amount to £3.341m, the most significant of which are £0.6m for the Street Lighting Energy Efficiency Project, £0.485m for Selkirk Flood Protection and £1.475m for Early Learning and Childcare. Appendix 3 contains a summarised list of timing and budget movements within the 2016/17 Capital Plan.
- 1.7 Appendix 2 contains a list of the block allocations approved for this year and the various approved and proposed projects to be allocated from them within the 2016/17 Capital Plan.
- 1.8 Appendix 4 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Agrees the projected outturns in Appendix 1 as the revised capital budget; and Approves the virements as detailed in Appendix 3**
- (b) Notes the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 2 under delegated authority;**
- (c) Notes the list of block allocations detailed in Appendix 2; and**
- (d) Notes the list of whole project costs detailed in Appendix 4**

3 BACKGROUND

- 3.1 The Council approved the Capital Plan for the period 2016/17 to 2025/26 on 11 February 2016, which has subsequently been updated to reflect budget adjustments, associated timing movements and other approvals. The movements to the total available budget since the Council meeting is as follows:

	£000s	£000s
Capital Plan 2016/17 as approved at Executive 16 August 2016		68,663
In Year Budget Movements/Technical Adjustments:		
Synthetic Pitch Replacement Fund – Executive 6 September 2016	94	
Reallocation of 2016/17, 2017/18 and 2018/19 budgets 6 Month Review of 2016/17 - 2025/26 Capital Plan – Scottish Borders Council 29 September 2016		
– Roads and Bridges	2,400	
– Cemetery Land Acquisition and Development	(820)	
– Kelso High School	(833)	
– Asset Rationalisation	250	
In Year Budget Movements		<u>1,091</u>
Latest Approved Capital Plan 2016/17 at 30 September 2016		<u>69,754</u>

- 3.2 The presentation of the monitoring tables in Appendix 1 focuses on the three year Operational Plan of the approved 10 year Capital Financial Plan. The first section of the tables in Appendix 1 focuses in detail on the 2016/17 position and then there are three columns each for 2017/18 and 2018/19. For 2016/17 the variance between the latest approved budget and the projected outturn is analysed between timing movements between financial years and absolute changes in costs (budget movements). For 2017/18 and 2018/19 the table presents the impact of the total variance projected between the latest approved budget and projected outturn. Below the tables, a narrative is provided where appropriate.
- 3.3 This report is the second monitoring report in the planned reporting schedule for 2016/17.

4 MONITORING THE PLAN

- 4.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 September 2016 is shown together with the projected outturn for the full financial year and where appropriate contains an explanation of budget movements. Appendix 2 also contains budget and timing movements approved by the Chief Financial Officer and Services Director Assets & Infrastructure under the Financial Regulations approved in June 2016.
- 4.2 The actual expenditure to 30 September 2016 has been adjusted for any credit balances for accrued expenses from 2015/16 which have not yet been invoiced.

- 4.3 Appendix 2 contains a summary for each block allocation within the 2016/17 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.4 Appendix 3 contains a summary of budget virements and timing movements proposed for 2016/17 as part of this report.
- 4.5 Appendix 4 contains a list of estimated whole project capital costs for single projects where the project will not be completed in the current financial year.

5 SPECIFIC ISSUES

- 5.1 The following sections identify the other key areas of note within the Appendix 1 tables.

- 5.2 **Plant & Vehicle Replacement - P&V Fund**

The projection for 2016/17 has been revised by £0.456m to reflect the current projected purchases for items anticipated to be delivered this financial year. The projected purchases are being fully funded from the Plant & Vehicle Replacement Fund.

- 5.3 **Other Fleet**

Gross up of budget for Electric Vehicle Charging Points to £0.091m which is fully funded by Scottish Government.

- 5.4 **Place – Road & Transport Infrastructure**

- (a) **Galashiels Developments – GIRR5**

A timing movement is required of £0.140m to 2017/18 and £0.005m to 2018/19 in order to reflect the anticipated programming of works around Cornmill Square and for maintenance period costs.

- (b) **Roads & Bridges - including RAMP and Winter Damage/Slopes**

A number of projects originally assessed to fall under the Bellwin scheme were later deemed to be capital works and therefore not eligible for Bellwin. A bid was made to SCOTS to fund these works resulting in an award of £0.503m. The allocation to projects is detailed in Appendix 2.

- (c) **Street Lighting Energy Efficiency Project**

A timing movement of £0.600m to 2017/18 is required for officers to evaluate the possible extension of the programme as a result of savings made in the current works programme due to a reduction in the cost of lanterns.

- 5.5 **Place – Flood and Coastal Protection**

- Selkirk Flood Protection**

A timing movement of £0.485m is required to 2017/18 for the finishing works contract, finalisation of land transactions and for project management and support both during these concurrent phases and during the contract maintenance period and project closedown.

5.6 Place – Waste Management

New Easter Langlee Waste Transfer Station

The original budget profile was set on the basis of the works commencing on site in December 2016 with a completion date of December 2017. The development of the preferred site layout commenced later than programmed due to other priorities and ran for longer to ensure the optimum configuration was taken forward into the design development process. The detailed design and public consultation are progressing with the anticipated submission of the Planning application by the end of November 2016. The planning process will run in parallel with the contractor procurement and building warrant process to allow a construction start date of May 2017 with a completion date of May 2018. A timing movement of £0.357m to 2017/18 is therefore required.

5.7 People – School Infrastructure

(a) **Kelso High School**

Kelso HS construction scheduled for completion November 2017 therefore, a £0.200m timing movement required to 2017/18 to fund project office, clerk of works and decant costs.

(b) **Earlston MUGA**

New project to reinstate an outdoor sports facility which was lost following the transfer of land related to the new high school construction. This multi-use games area will be used by the primary school, the complex needs centre and local community sports groups. The project is being funded by contributions from the school DSM budget, parent council, matched with SportScotland funding and a saving which has been identified in the Complex Needs project as shown in the table below.

Funding Source	£m
CFCR from Revenue (DSM and Parent Council)	£0.038m
SportScotland Funding	£0.046m
Virement from Complex Needs project	£0.026m
Total	£0.110m

(c) **Early Learning & Childcare Block**

The design for facilities at Lilliesleaf and Stow will be complete in the current year with construction planned for 2017/18, resulting in timing movements of £0.560m and £0.565m. Due to the timing of the notification of additional funding from Scottish Government, projects cannot be all be fully scoped, designed, procured and constructed in the current financial year, resulting in an additional timing movement of £0.350m to 2017/18.

5.8 People – Social Care Infrastructure

Residential Care Home Upgrade Block

The refurbishment works at Waverly Residential Home are being extended to incorporate refurbishment of the ground floor bedrooms to the same standard as the upstairs providing the long term residents with en suite facilities. This further phase of works has recently been authorised by officers, in consultation with the Council Leader and the portfolio holder for Social Care. These works costing £0.452m are permissible under the original contract and have been authorised by the Chief Financial Officer under a "non-competitive action." This approach releases savings of £0.052m from the current Waverly budget allocation and savings of £0.050m have also been identified at Saltgreens. The remaining £0.350m will be funded by acceleration of the 2017/18 Structural/H&S Works block and will require the block to be replenished in setting the 2017/18 budget. Works undertaken by the on-site contractor will save time and the additional expense of retendering, while ensuring inconvenience and distress to residents and their relatives is avoided. The works will ensure the whole Waverly residential home is fit for purpose, rather than simply upgrading the upper floor which caters for short term stay residents.

5.9 People – Culture and Heritage

Sir Walter Scott Court House – Phase 1

This project is now being managed by the Major Projects team. Following a review of the overall programme the steeple masonry repairs will now be carried out in Spring/Summer 2017/18 due to seasonal restrictions, resulting in a timing movement of £0.280m.

5.10 Chief Executive – Sports Infrastructure

Hawick 3G Synthetic Pitch

As a result of junction improvements required as part of the planning consent for the project, a number of car parking spaces were lost. The project scope is proposed to be extended in order to both reinstate and increase the number of car park spaces in the adjacent car park and to improve adjacent footways. These works would extend into 2017/18 resulting in a timing movement of £0.035m.

5.11 Emergency & Unplanned Schemes

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

	£000s
Budget as Approved at Executive 16 August 2016	39
Allocation to Selkirk Wall (Executive 20 September 2016)	(8)
Underspend for Kelso Town Traffic Management Scheme	8
Underspend for Sir Walter Scott Courtroom Interpretation	9
Projected Balance	48

5.12 **Capital Funding**

As a result of the £2.179m in year net timing and budget movement identified in the programme (see Appendix 1), the estimated borrowing element of the capital financing for 2016/17 has been decreased in the current year.

6 IMPLICATIONS

6.1 **Financial**

- (a) There are no financial implications beyond those contained in the report and appendices.
- (b) Any capital borrowing requirements associated with these changes will be managed in line with the approved Treasury Strategy from approved budgets. The principal part of the capital financial plan is funded by long term loans and the resultant loan charges are reported within the revenue monitoring reports.
- (b) The reinstatement of the MUGA at Earlston will result in a revenue consequence for the maintenance and replacement of surfaces. This will be included in the revenue financial plan as a contribution to the Synthetic Pitch Replacement Fund.

6.2 **Risk and Mitigations**

- (a) At the end of September 2016, actual expenditure totalled £16.870million which represents 25% of the projected outturn, excluding the impact of large accruals. There is a risk of timing movements this financial year some of which has already been highlighted in narrative in Appendix 1. It is vital that capital budgets continue to be monitored carefully through the Project Managers and that their outturn projections are as accurate as possible.
- (b) Key risks associated with individual projects have been identified within the narrative and the individual project managers are undertaking the appropriate work to manage these.

6.3 **Equalities**

No Equalities Impact Assessment has been carried out in relation to the Capital Monitoring report; it is, however, expected that for individual projects this work will have been undertaken by the relevant project manager/budget holder prior to budget being approved.

6.4 **Acting Sustainably**

There are no direct economic, social or environmental issues with this report although there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.5 **Carbon Management**

There are no direct carbon emissions impacts as a result of this monitoring report; however, there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

6.6 Rural Proofing

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

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

7.1 The Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted in the preparation of this report and any comments received incorporated into the report.

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

Approved by

**David Robertson
Chief Financial Officer**

Signature

Author(s)

Name	Designation and Contact Number
Kirsty Robb	Capital and Investment Manager, 01835 825249
Doreen Pringle	Senior Finance Officer - Capital, 01835 824000 Ext 5961

Background Papers: None

Previous Minute Reference: None

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

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

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

SUMMARY	2016/17						2017/18			2018/19		
	Actual to 30/09/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
PLACE												
Road & Transport Infrastructure	1,683	9,849	10,113	(264)	(759)	495	6,953	754	7,707	7,253	5	7,258
Flood and Coastal Protection	4,139	8,164	8,579	(415)	(415)	0	1,104	485	1,589	1,638	(70)	1,568
Waste Management	149	966	1,323	(357)	(357)	0	5,317	357	5,674	580	0	580
Land and Property Infrastructure	1,700	6,062	6,026	36	0	36	3,414	(350)	3,064	2,721	0	2,721
TOTAL PLACE	7,671	25,041	26,041	(1,000)	(1,531)	531	16,788	1,246	18,034	12,192	(65)	12,127
PEOPLE												
School Estate	6,095	22,729	24,363	(1,634)	(1,735)	101	9,707	1,735	11,442	3,959	0	3,959
Social Care Infrastructure	660	1,798	1,448	350	350	0	0	0	0	0	0	0
Sports Infrastructure	35	664	758	(94)	(94)	0	290	94	384	290	0	290
Culture and Heritage	33	246	560	(314)	(280)	(34)	952	280	1,232	1,146	0	1,146
TOTAL PEOPLE	6,823	25,437	27,129	(1,692)	(1,759)	67	10,949	2,109	13,058	5,395	0	5,395
CHIEF EXECUTIVE												
Sports Infrastructure	299	1,291	1,326	(35)	(35)	0	790	35	825	3	0	3
Economic Regeneration	27	196	212	(16)	(16)	0	2,020	16	2,036	3,120	0	3,120
Chief Executive Other	378	13,339	13,339	0	0	0	1,735	0	1,735	928	0	928
TOTAL CHIEF EXECUTIVE	704	14,826	14,877	(51)	(51)	0	4,545	51	4,596	4,051	0	4,051
OTHER												
Waste Collection vehicles - Non P&V Fund	0	0	0	0	0	0	0	0	0	300	0	300
Plant & Vehicle Replacement - P&V Fund	1,601	2,136	1,680	456	0	456	2,000	0	2,000	2,000	0	2,000
Other Fleet	71	91	0	91	0	91	0	0	0	0	0	0
TOTAL OTHER	1,672	2,227	1,680	547	0	547	2,000	0	2,000	2,300	0	2,300
Emergency/Unplanned Schemes	0	48	31	17	0	17	201	0	201	700	0	700
Match funding allocation	0	0	0	0	0	0	(6,887)	0	(6,887)	4,525	0	4,525
TOTAL SBC CAPITAL	16,870	67,579	69,758	(2,179)	(3,341)	1,162	27,596	3,406	31,002	29,163	(65)	29,098

PLACE	R A G	2016/17					2017/18			2018/19			
		Actual to 30/09/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Road & Transport Infrastructure													
	A	25	120	265	(145)	(145)	0	200	140	340	0	5	5
	G	93	135	135	0	0	0	0	0	0	0	0	0
	G	0	50	50	0	0	0	150	0	150	100	0	100
	A	1,041	6,760	6,257	503	0	503	3,560	0	3,560	3,710	0	3,710
	A	38	218	218	0	0	0	200	0	200	200	0	200
	G	385	1,556	2,156	(600)	(600)	0	1,500	600	2,100	0	0	0
	G	6	42	42	0	0	0	50	0	50	50	0	50
	G	28	145	145	0	0	0	157	0	157	182	0	182
	G	5	54	54	0	0	0	200	0	200	1,916	0	1,916
	G	21	37	37	0	0	0	400	0	400	0	0	0
	G	44	92	92	0	0	0	61	0	61	265	0	265
	G	0	70	70	0	0	0	25	0	25	450	0	450
	G	0	270	270	0	0	0	450	0	450	380	0	380
	A	0	0	8	(8)	0	(8)	0	0	0	0	0	0
	A	(4)	95	109	(14)	(14)	0	0	14	14	0	0	0
	A	1	48	48	0	0	0	0	0	0	0	0	0
	G	0	40	40	0	0	0	0	0	0	0	0	0
	G	0	117	117	0	0	0	0	0	0	0	0	0
		1,683	9,849	10,113	(264)	(759)	495	6,953	754	7,707	7,253	5	7,258
Flood and Coastal Protection													
	G	9	50	50	0	0	0	0	0	0	0	0	0
	A	3,789	6,482	6,967	(485)	(485)	0	0	485	485	0	0	0
	A	302	1,053	983	70	70	0	945	0	945	1,474	(70)	1,404
	G	4	34	34	0	0	0	0	0	0	0	0	0
	A	32	340	340	0	0	0	159	0	159	164	0	164
	A	3	205	205	0	0	0	0	0	0	0	0	0
		4,139	8,164	8,579	(415)	(415)	0	1,104	485	1,589	1,638	(70)	1,568

Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

PLACE	R A G	2016/17					2017/18			2018/19			
		Actual to 30/09/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Waste Management													
Easter Langlee Cell Provision	G	29	200	200	0	0	0	216	0	216	354	0	354
Waste Containers	G	0	45	45	0	0	0	46	0	46	48	0	48
Easter Langlee Leachate Management Facility	G	6	69	69	0	0	0	20	0	20	23	0	23
CRC - Enhancements	G	24	34	34	0	0	0	0	0	0	0	0	0
Waste Transfer Stations Health & Safety Works	G	0	54	54	0	0	0	0	0	0	0	0	0
CRC - Bulky Waste Adjustments	G	0	10	10	0	0	0	257	0	257	0	0	0
New Easter Langlee Waste Transfer Station	A	55	357	714	(357)	(357)	0	4,778	357	5,135	9	0	9
Food Waste Collections	G	7	12	12	0	0	0	0	0	0	0	0	0
Community Recycling - Improved Skip Infrastructure	G	23	152	152	0	0	0	0	0	0	146	0	146
Easter Langlee Cell 3 Leachate Pumping System	G	0	32	32	0	0	0	0	0	0	0	0	0
CCTV Community Recycling Centres	G	0	1	1	0	0	0	0	0	0	0	0	0
Total Waste Management		149	966	1,323	(357)	(357)	0	5,317	357	5,674	580	0	580
Land and Property Infrastructure													
Play Facilities	A	25	109	73	36	0	36	52	0	52	53	0	53
Cemetery Land Acquisition & Development Block	G	3	19	19	0	0	0	0	0	0	0	0	0
Drainage - Parks and Open Spaces Block	G	12	66	66	0	0	0	50	0	50	50	0	50
Additional Drainage - Parks & Open Spaces Block	G	0	3	3	0	0	0	0	0	0	0	0	0
Wilton Lodge Park	G	388	1,878	1,878	0	0	0	101	0	101	0	0	0
Combined Depot Enhancements	G	7	263	263	0	0	0	124	0	124	0	0	0
Structural/H&S Works Block	A	132	404	446	(42)	0	(42)	435	(350)	85	435	0	435
Asbestos Management Block	G	50	57	57	0	0	0	50	0	50	50	0	50
Building Systems Efficiency Upgrades Block	G	0	102	102	0	0	0	200	0	200	200	0	200
Building Thermal Efficiency Upgrades Block	A	273	489	448	41	0	41	430	0	430	430	0	430
Electrical Infrastructure Upgrades Block	A	97	166	150	16	0	16	150	0	150	150	0	150
Fixed Assets Block	G	0	20	20	0	0	0	20	0	20	20	0	20
Demolition & Site Preparation Block	G	9	232	232	0	0	0	170	0	170	0	0	0
Office Accommodation Transformation Block	G	81	188	188	0	0	0	200	0	200	200	0	200
Contaminated Land Block	A	31	108	108	0	0	0	62	0	62	38	0	38
Cleaning Equipment Replacement Block	G	25	51	51	0	0	0	50	0	50	50	0	50
Energy Efficiency Works	A	457	1,502	1,518	(16)	0	(16)	1,070	0	1,070	1,045	0	1,045
Bannerfield Play Area	G	0	3	3	0	0	0	0	0	0	0	0	0
Clovenfords Play Park	A	0	2	1	1	0	1	0	0	0	0	0	0
Gibson Park Melrose	G	10	10	10	0	0	0	0	0	0	0	0	0
HQ Main Office Block	G	100	140	140	0	0	0	0	0	0	0	0	0
Asset Rationilisation	G	0	250	250	0	0	0	250	0	250	0	0	0
Total Land and Property Infrastructure		1,700	6,062	6,026	36	0	36	3,414	(350)	3,064	2,721	0	2,721
TOTAL PLACE		7,671	25,041	26,041	(1,000)	(1,531)	531	16,788	1,246	18,034	12,192	(65)	12,127

PLACE**Road & Transport Infrastructure**

Galashiels Developments - GIRR5	Timing movement to future years required due to delivery of works around the Cornmill Square area being reprofiled partly into 2017/18.
Roads & Bridges - including RAMP and Winter Damage/Slopes	Gross up of additional income from SCOTS to cover flood damaged capital works.
Lighting Asset Management Plan	Re-allocation of block required as detailed in Appendix 2.
Street Lighting Energy Efficiency Project	Re-profiling of project required with a timing movement to 2017/18 to allow evaluation of project with potential to deliver more than the original programme due to a significant reduction in lantern price.
Selkirk Wall	Report was taken in private to Executive on 20th September around the preferred solution in Selkirk. Officers working on legal agreement.
Kelso Town Traffic Management Scheme	Scheme now complete, budget to be returned to Emergency and Unplanned.
Engineering Minor Works	Timing movement for Pedestrian Links Hawick due to works being undertaken in connection with the flood works and additional funding to come from Lidl which may change the planned scheme.
Railway Black Path	Reallocation of block required as detailed in Appendix 2.

Flood and Coastal Protection

Selkirk Flood Protection	Timing movement to 2017/18 required for project management, finishing works contract and finalisation of land transactions.
Hawick Flood Protection	Forward timing movement from 2018/19 required as the methodology for the works at the Post Office wall had to be changed from that originally planned, incurring additional cost.
General Flood Protection Block	Reallocation within block required as detailed in Appendix 2.
Flood Studies	Procurement has commenced but there is a risk of a timing movement to 2017/18.

Waste Management

New Easter Langlee Waste Transfer Station	Project on time and working within original timescales however budget profile required to allow works capital works to be undertaken in appropriate financial year.
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Land and Property Infrastructure

Play Facilities	Gross up of income from developer contribution for play parks at Eyemouth, Ninians Haugh Peebles and Allerley Well Jedburgh and CFCR for West Linton
Structural/H&S Works Block	Virements required to Building Thermal Efficiency Upgrades and School Health & Safety as detailed in Appendix 2. Allocation of block to new projects at Greenlaw PS, Eyemouth PS, Howdenburn and Reston PS. £350K Timing movement from 17/18 to Waverley Care home.
Building Thermal Efficiency Upgrades Block	Virement required from Structural/H&S Block as detailed in Appendix 2. Reallocation within block and allocation to new projects at Kingsland PS and Ayton PS.
Electrical Infrastructure Upgrades Block	Virement required from Energy Efficiency Works and from Electrical Infrastructure Upgrades for project at Drumlanrig PS.
Demolition & Site Preparation Block	Reallocation within block required as detailed in Appendix 2.
Contaminated Land Block	Reallocation within block required as detailed in Appendix 2.
Energy Efficiency Works	Virement required to Electrical Infrastructure Upgrades to contribute to project at Drumlanrig PS.
Clovenfords Play Park	Gross up of budget to reflect funding from Revenue via CFCR.

Scottish Borders Council Capital Financial Plan 2016/17 TO 2018/19		2016/17						2017/18			2018/19		
		Actual to 30/09/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
PEOPLE	R A G	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
School Estate													
West Linton Primary School	G	9	10	10	0	0	0	0	0	0	0	0	0
Duns Primary School & Locality Support Centre	A	2,416	7,294	7,354	(60)	(60)	0	0	60	60	0	0	0
Kelso High School	A	40	240	440	(200)	(200)	0	0	200	200	0	0	0
School Estate Review	G	0	80	80	0	0	0	0	0	0	0	0	0
Langlee Primary School	A	1,863	7,079	7,079	0	0	0	2,929	0	2,929	2	0	2
Broomlands Primary School	G	24	3,526	3,526	0	0	0	5,227	0	5,227	377	0	377
School Health & Safety Block	A	251	629	628	1	0	1	200	0	200	200	0	200
School Refurbishment & Capacity Block	G	6	691	691	0	0	0	1,140	0	1,140	3,030	0	3,030
School Kitchen Improvement Block	A	0	43	43	0	0	0	55	0	55	200	0	200
Complex Needs - Central Education Base	A	717	1,611	1,637	(26)	0	(26)	6	0	6	0	0	0
Earlston MUGA	A	0	110	0	110	0	110	0	0	0	0	0	0
Equality Act School Adaptations (DDA) Block	A	85	192	176	16	0	16	150	0	150	150	0	150
Stow PS Accommodation Works	G	0	5	5	0	0	0	0	0	0	0	0	0
Early Learning & Childcare Block	A	684	1,219	2,694	(1,475)	(1,475)	0	0	1,475	1,475	0	0	0
		6,095	22,729	24,363	(1,634)	(1,735)	101	9,707	1,735	11,442	3,959	0	3,959
Social Care Infrastructure													
Residential Care Home Upgrade Block	A	654	1,419	1,069	350	350	0	0	0	0	0	0	0
Telecare	A	0	83	83	0	0	0	0	0	0	0	0	0
BAES Relocation: Autoclave	G	0	87	87	0	0	0	0	0	0	0	0	0
Fire Compartments	G	1	0	0	0	0	0	0	0	0	0	0	0
Residential Care Home Sluice Works	G	5	209	209	0	0	0	0	0	0	0	0	0
		660	1,798	1,448	350	350	0	0	0	0	0	0	0
Sports Infrastructure													
Sports Trusts - Plant & Services - Integrated Sports & Culture Trust	A	35	664	664	0	0	0	290	0	290	290	0	290
Synthetic Pitch Replacement Fund	G	0	0	94	(94)	(94)	0	0	94	94	0	0	0
		35	664	758	(94)	(94)	0	290	94	384	290	0	290
Culture and Heritage													
Jim Clark Museum	A	31	146	171	(25)	0	(25)	902	0	902	386	0	386
Sir Walter Scott Court House - Phase 1	A	1	20	300	(280)	(280)	0	0	280	280	0	0	0
Sir Walter Scott Court House - Phase 2	G	1	80	80	0	0	0	50	0	50	760	0	760
Sir Walter Scotts Courtroom Interpretation	A	0	0	9	(9)	0	(9)	0	0	0	0	0	0
		33	246	560	(314)	(280)	(34)	952	280	1,232	1,146	0	1,146
TOTAL PEOPLE		6,823	25,437	27,129	(1,692)	(1,759)	67	10,949	2,109	13,058	5,395	0	5,395

PEOPLE**School Estate**

Duns Primary School & Locality Support Centre	Contractor progress currently behind schedule. Construction completion still expected by end of March 2017. School due to move in Spring 2017, small timing movement required.
Kelso High School	Updated forecast of Project office and decant costs developed for 2017/18, resulting in a timing movement.
Langlee Primary School	Contractor on schedule, however actuals are below cost profile. Contractor has been asked for revised cashflow.
School Health & Safety Block	Virement from Structural H&S Works required to fund additional expenditure at Edenside PS windows. Reallocation required within block as detailed in Appendix 2. New projects at Edenside, Earlston and St Peters Secure Reception.
School Kitchen Improvement Block	Reallocation within block required, including new projects for refurbishment works at Eddleston PS and Reston PS as detailed in Appendix 2.
Complex Needs - Central Education Base	Contractor reporting behind schedule, with late 2016 completion date. £26k savings identified, request virement to Earlston MUGA project.
Earlston MUGA	New project to construct MUGA at Earlston. This is funded by a CFCR from Revenue, a grant from SportScotland and savings at Complex Needs - Central Education Base.
Equality Act School Adaptations (DDA) Block	New project at Heriot PS. New project at Newtown PS funded through Developer Contributions.
Early Learning & Childcare Block	Reprofiling required at Lilliesleaf PS (£560K to 17/18) and Stow PS (£565K to 17/18) as construction will be in 17/18. £75K Savings Wilton PS return to unallocated. Timing movement from unallocated into 17/18.

Social Care Infrastructure

Residential Care Home Upgrade Block	Extension of refurbishment works at Waverley, utilising on site contractor. Funded by a £50K Virement from Saltgreens and £350K timing movement from 17/18 Structural H&S.
Telecare	Other options to fund and source Telecare project are being explored. Possibility budget will be given back to Emergency & Unplanned.

Sports Infrastructure

Sports Trusts - Plant & Services - Integrated Sports & Culture Trust	Reprofiling within block as detailed in Appendix 2. New projects identified at Tweedbank Gym and Eyemouth Leisure Centre. Seeking alternative funding for BEMS projects and this budget is being reallocated to other projects within the block. Jedburgh Leisure Centre plan to spend full allocation.
Synthetic Pitch Replacement Fund	Timing movement required to 2017/18 as the weather window to repair carpets has been missed for 2016/17.

Culture and Heritage

Jim Clark Museum	Stage 2 development costs less than originally forecast resulting in a reduction in grant from HLF.
Sir Walter Scott Court House - Phase 1	Following a review of the project after handover from economic development to Major Projects, the programme for delivery of the masonry repairs needs to be reprofiled to Spring/Summer 2017/18.
Sir Walter Scotts Courtroom Interpretation	Budget no longer required, to be returned to Emergency and Unplanned Schemes.

Scottish Borders Council Capital Financial Plan 2016/17 TO 2018/19		2016/17											2017/18			2018/19		
		Actual to 30/09/16	Projected Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget					
CHIEF EXECUTIVE		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000			
Sports Infrastructure																		
	Selkirk 2G Synthetic Pitch	G	5	30	30	0	0	0	0	0	0	0	0	0	0			
	Peebles 3G Synthetic Pitch	G	4	0	0	0	0	0	0	0	0	0	0	0	0			
	Jedburgh 3G Synthetic Pitch	A	7	62	62	0	0	0	787	0	787	3	0	3				
	Hawick 3G Synthetic Pitch	A	283	1,199	1,234	(35)	(35)	0	3	35	38	0	0	0				
			299	1,291	1,326	(35)	(35)	0	790	35	825	3	0	3				
Economic Regeneration																		
	Central Borders Business Park	G	0	89	89	0	0	0	2,000	0	2,000	3,000	0	3,000				
	Newtown St Boswells Village Centre	A	0	0	16	(16)	(16)	0	20	16	36	20	0	20				
	Borders Town Centre Regeneration Block	G	0	0	0	0	0	0	0	0	0	100	0	100				
	Eymouth Seafood Technology Park	G	0	5	5	0	0	0	0	0	0	0	0	0				
	Borders Railway Stations	G	27	102	102	0	0	0	0	0	0	0	0	0				
			27	196	212	(16)	(16)	0	2,020	16	2,036	3,120	0	3,120				
Chief Executive Other																		
	ICT Transformation	G	0	6,961	6,961	0	0	0	1,108	0	1,108	473	0	473				
	Outwith CGI	G	294	397	397	0	0	0	80	0	80	80	0	80				
	Inflight Projects	G	5	80	80	0	0	0	172	0	172	0	0	0				
	Projects Funded from Revenue (IT)	G	0	10	10	0	0	0	0	0	0	0	0	0				
	Great Tapestry of Scotland - Building	R	29	5,515	5,515	0	0	0	0	0	0	0	0	0				
	Private Sector Housing Grant - Adaptations	G	50	376	376	0	0	0	375	0	375	375	0	375				
			378	13,339	13,339	0	0	0	1,735	0	1,735	928	0	928				
TOTAL CHIEF EXECUTIVE			704	14,826	14,877	(51)	(51)	0	4,545	51	4,596	4,051	0	4,051				

CHIEF EXECUTIVE**Sports Infrastructure**

Jedburgh 3G Synthetic Pitch	Concerns regarding the delivery of this project in 17/18 due to current position.
Hawick 3G Synthetic Pitch	Reprofiling required to 17/18 for maintenance period. Still awaiting written confirmation of grant approval from SportScotland. Additional carpark works required due to planning conditions estimated to cost £135k, which may be funded from project contingency.

Economic Regeneration

Newtown St Boswells Village Centre	Timing movement required to 2017/18.
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Chief Executive Other

Great Tapestry of Scotland - Building	A report will be taken to Council in November where a decision will be taken on the final outcome of the great tapestry project which will result in a timing movement of budget to future years.
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Scottish Borders Council
Capital Financial Plan 2016/17 TO 2018/19

		2016/17					2017/18			2018/19			
CAPITAL FINANCING		R	Projected	Latest	Variance	Timing	Budget	Latest	Variance	Projected	Latest	Variance	Projected
			Outturn	Approved Budget		Movement		Approved Budget			Movement		
		G	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Police & Fire Reserves													
Borders Railway Stations		G	(81)	(81)	0	0	0	0	0	0	0	0	0
			(81)	(81)	0	0	0	0	0	0	0	0	0
CFCR													
Easter Langlee Cell Provision (from Landfill Provision)		G	(160)	(160)	0	0	0	(216)	0	(216)	(354)	0	(354)
Play Facilities		A	(16)	(8)	(8)	0	(8)	0	0	0	0	0	0
Bannerfield Play Area		G	(3)	(3)	0	0	0	0	0	0	0	0	0
Wilton Lodge Park		G	(20)	(20)	0	0	0	(20)	0	(20)	0	0	0
School Health & Safety Block (Philiphaugh PS)		G	(30)	(30)	0	0	0	0	0	0	0	0	0
Earlston MUGA		A	(38)	0	(38)	0	(38)	0	0	0	0	0	0
Selkirk 2G Synthetic Pitch		G	(27)	(27)	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund		A	0	(94)	94	94	0	0	(94)	(94)	0	0	0
Sir Walter Scott Courtroom Interpretation		G	(4)	(4)	0	0	0	0	0	0	0	0	0
Projects funded from Revenue (IT)		G	(10)	(10)	0	0	0	0	0	0	0	0	0
			(308)	(356)	48	94	(46)	(236)	(94)	(330)	(354)	0	(354)
Specific Grants from Scottish Government			0	(70)	70	0	70						
Cycling, Walking & Safer Streets		G	(125)	(125)	0	0	0	(157)	0	(157)	(182)	0	(182)
Selkirk Flood Protection		A	(6,480)	(6,868)	388	388	0	0	(388)	(388)	0	0	0
Hawick Flood Protection		G	(1,398)	(1,342)	(56)	(56)	0	0	0	0	(1,731)	56	(1,675)
Other Fleet (Electric Vehicle Charging Points)		A	(91)	0	(91)	0	(91)	0	0	0	0	0	0
Duns Primary School (via Scottish Futures Trust)		G	(2,116)	(2,116)	0	0	0	0	0	0	0	0	0
Galashiels School Review		G	(29)	(29)	0	0	0	0	0	0	0	0	0
Early Learning & Childcare		A	(1,206)	(2,681)	1,475	1,475	0	0	(1,475)	(1,475)	0	0	0
			(11,445)	(13,231)	1,786	1,807	(21)	(157)	(1,863)	(2,020)	(1,913)	56	(1,857)
Other External Grants & Contributions													
Roads/SCOTS		A	(503)	0	(503)	0	(503)	0	0	0	0	0	0
Selkirk Town Centre (Streetscape works)		G	0	0	0	0	0	(100)	0	(100)	0	0	0
SUTrans (Various PLACE Projects)		G	(120)	(120)	0	0	0	0	0	0	0	0	0
Cycling, Walking & Safer Streets		G	(10)	(10)	0	0	0	0	0	0	0	0	0
Innerleithen - Walkerburn - Shared access route		G	0	0	0	0	0	(20)	0	(20)	(130)	0	(130)
Selkirk Wall		G	(7)	(7)	0	0	0	0	0	0	0	0	0
Tweedbank Traffic Calming		G	(18)	(18)	0	0	0	0	0	0	0	0	0
Wilton Lodge Park (HLF)		G	(1,194)	(1,194)	0	0	0	(73)	0	(73)	0	0	0
Wilton Lodge Park (SUTrans)		G	(100)	(100)	0	0	0	0	0	0	0	0	0
Gibson Park		G	(25)	(25)	0	0	0	0	0	0	0	0	0

		2016/17					2017/18			2018/19		
		Projected	Latest	Variance	Timing	Budget	Latest	Variance	Projected	Latest	Variance	Projected
		Outturn	Approved		Movement		Approved			Approved		
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
CAPITAL FINANCING		R										
		A										
		G										
Other External Grants & Contributions (cont'd)												
Hutton Play Park	G	(8)	(8)	0	0	0	0	0	0	0	0	
West Linton Lower Green	G	(8)	(8)	0	0	0	0	0	0	0	0	
Kelso High School - Pitches (SportScotland)	G	(300)	(300)	0	0	0	0	0	0	0	0	
Earlston MUGA	A	(46)	0	(46)	0	(46)	0	0	0	0	0	
Jim Clark Museum	G	(33)	(59)	26	0	26	(503)	0	(503)	(196)	(196)	
Jedburgh 3G Synthetic Pitch	G	0	0	0	0	0	(300)	0	(300)	0	0	
Hawick 3G Synthetic Pitch	A	(300)	(300)	0	0	0	0	0	0	0	0	
Sir Walter Scott Court House - Phase 1	G	(14)	(205)	191	191	0	0	(191)	(191)	0	0	
Sir Walter Scott Court House - Phase 2	G	0	0	0	0	0	0	0	0	(460)	(460)	
Central Borders Business Park	G	0	0	0	0	0	(1,000)	0	(1,000)	0	0	
Great Tapestry of Scotland - Building	G	(2,500)	(2,500)	0	0	0	0	0	0	0	0	
Borders Railway Stations	G	(21)	(21)	0	0	0	0	0	0	0	0	
		(5,207)	(4,875)	(332)	191	(523)	(1,996)	(191)	(2,187)	(786)	0	(786)
Developer Contributions												
General	A	(137)	(121)	(16)	0	(16)	(100)	0	(100)	(100)	0	(100)
Engineering Minor Works	A	(30)	(44)	14	14	0	0	(14)	(14)	0	0	0
Clovenfords Play Park	G	(1)	(1)	0	0	0	0	0	0	0	0	0
Broomlands Primary School	G	0	0	0	0	0	(365)	0	(365)	0	0	0
Play Facilities	A	(35)	(6)	(29)	0	(29)	0	0	0	0	0	0
		(203)	(172)	(31)	14	(45)	(465)	(14)	(479)	(100)	0	(100)
Capital Receipts		G	(1,273)	(1,273)	0	0	(1,800)	0	(1,800)	(1,130)	0	(1,130)
General Capital Grant		G	(11,438)	(11,438)	0	0	(11,000)	0	(11,000)	(11,000)	0	(11,000)
Plant & Vehicle Fund		A	(2,136)	(1,680)	(456)	0	(2,000)	0	(2,000)	(2,000)	0	(2,000)
Borrowing												
General Proposed Borrowing	A	(35,167)	(36,332)	1,165	1,235	(70)	(5,073)	(1,244)	(6,317)	(11,580)	9	(11,571)
Fleet - P&V - Waste Collection - from Dept'al Rev.	G	(18)	(18)	0	0	0	0	0	0	(300)	0	(300)
E Langlee Waste Transfer Station - from Dept'al Rev.	G	0	0	0	0	0	(4,569)	0	(4,569)	0	0	0
Energy Efficiency Works - Salix	G	(300)	(300)	0	0	0	(300)	0	(300)	0	0	0
		(35,485)	(36,650)	1,165	1,235	(70)	(9,942)	(1,244)	(11,186)	(11,880)	9	(11,871)
TOTAL CAPITAL FUNDING		(67,576)	(69,756)	2,180	3,341	(1,161)	(27,596)	(3,406)	(31,002)	(29,163)	65	(29,098)

		2016/17					2017/18			2018/19		
		Actual to 30/09/16 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000
CHIEF EXECUTIVE												
Scottish Borders Council												
	Flats at High Street, Innerleithen	G	163	340	340	0	0	0	0	0	0	0
			163	340	340	0	0	0	0	0	0	0
	Second Homes Council Tax	A	0	(340)	(340)	0	0	0	0	0	0	0
	Grant from Scottish Government	A	0	(340)	(340)	0	0	0	0	0	0	0
	Flats at High Street, Innerleithen	Gross up of budget and funding for 3 flats at High Street, Innerleithen to be used for temporary accommodation. Grant is being sought from Scottish Government which would reduce the Second Homes Council Tax contribution.										
Non - Scottish Borders Council												
	Bridge Homes	G	1,999	2,587	2,587	0	0	0	0	0	0	0
			1,999	2,587	2,587	0	0	0	0	0	0	0
	Second Homes Council Tax	G	(240)	(330)	(330)	0	0	0	0	0	0	0
	Borrowing	G	(1,759)	(2,257)	(2,257)	0	0	0	0	0	0	0
			(1,999)	(2,587)	(2,587)	0	0	0	0	0	0	0
	Bridge Homes	Purchases of new affordable homes for rental. Purchases in 2016/17 are for homes at Queensberry, Denholm, Henderson Court, East Bowmont Street, Kelso and Waverley Road, Innerleithen.										

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Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/09/16 £'000
PLACE							
Road & Transport Infrastructure							
Roads & Bridges- Including Ramp and Winter Damage/Slopes							
Footways	08/03/2016	162.0		162.0		162.0	63.0
Surface Dressing	08/03/2016	1,183.0		1,183.0		1,183.0	795.0
Patching	08/03/2016	538.0		538.0		538.0	26.0
Overlays	08/03/2016	1,373.0	(50.0)	1,323.0		1,323.0	9.0
Walls and Structures	08/03/2016	150.0		150.0		150.0	91.0
Masonry Refurbishment (Bridges)	08/03/2016	366.0	50.0	416.0		416.0	46.0
Drainage	08/03/2016	85.0		85.0		85.0	11.0
Selkirk - Etrick Flood	29/09/2016	150.0		150.0		150.0	0.0
Resurfacing & Patching Additional	29/09/2016	1,528.0		1,528.0		1,528.0	0.0
Drainage Additional	29/09/2016	50.0		50.0		50.0	0.0
Patching Towns/Villages Additional	29/09/2016	400.0		400.0		400.0	0.0
Newmill Footbridge	29/09/2016	20.0		20.0		20.0	0.0
Bowanhill Replacement Bridge	29/09/2016	252.0		252.0	503.0	755.0	0.0
Gross up income					(503.0)		
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		6,257.0	0.0	6,257.0	0.0	6,760.0	1,041.0
Lighting Asset Management Plan							
Replace Cut Down Columns	08/03/2016	20.0		20.0		20.0	8.0
Marmion Road, Hawick	08/03/2016	40.0		40.0		40.0	0.0
A7, Stow	08/03/2016	40.0		40.0		40.0	5.0
Whitefield Crescent, Newtown St Boswells	08/03/2016	40.0		40.0	40.0	80.0	9.0
A72, Innerleithen	08/03/2016	20.0		20.0		20.0	14.0
Dingleton Road, Melrose	08/03/2016	40.0		40.0	(40.0)	0.0	0.0
Elibank, Clovenfords	16/08/2016	18.0		18.0		18.0	3.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		218.0	0.0	218.0	0.0	218.0	39.0
Accident Investigation Prevention Schemes							
Traffic Calming	08/03/2016	10.0		10.0		10.0	0.0
Road Safety Measures	08/03/2016	29.0		29.0		29.0	6.0
AIP Design	08/03/2016	4.0		4.0		4.0	0.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		43.0	0.0	43.0	0.0	43.0	6.0
Cycling, Walking & Safer Streets							
Cycling Related Activities	08/03/2016	95.0		95.0		95.0	6.0
School Travel Plan Road Safety	08/03/2016	50.0		50.0		50.0	22.0
Gross up grant funding (SUstrans & Smart Choices)		0.0					
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		145.0	0.0	145.0	0.0	145.0	28.0
Engineering Minor Works							
Dingleton, Melrose	08/03/2016	20.0		20.0		20.0	0.0
Pedestrian Links, Hawick	08/03/2016	14.0		14.0	(14.0)	0.0	0.0
Hislop Gardens, Hawick	08/03/2016	25.0		25.0		25.0	0.0
Cransfield Drive, Ancrum	08/03/2016	50.0		50.0		50.0	0.0
Timing movement to 17/18					14.0		
Unallocated		0.0		0.0		0.0	0.0
		109.0	0.0	109.0	0.0	95.0	0.0
Railway Black Path							
B&Q Lighting	18/08/2015	4.0		4.0		4.0	0.0
Benches	18/08/2015	3.0		3.0		3.0	0.0
Redetermination Order	18/08/2015	2.0		2.0		2.0	0.0
Signing Strategy	18/08/2015	3.0		3.0		3.0	1.0
Tweedbank Underpass	NEW	0.0		0.0	15.0	15.0	0.0
Unallocated	07/06/2016	36.0		36.0	(15.0)	21.0	0.0
		48.0	0.0	48.0	0.0	48.0	1.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/09/16 £'000
Flood and Coastal Protection							
General Flood Protection							
Programme Management	07/06/2016	30.0		30.0		30.0	13.0
Liddesdale Crescent, Hawick	24/03/2015	0.0		0.0		0.0	(2.0)
Bakehouse Burn Culvert, Galashiels	01/07/2015	0.0		0.0		0.0	(3.0)
Still Burn Culvert, Fountainhall	08/03/2016	30.0		30.0		30.0	0.0
Community Resilience	08/03/2016	10.0		10.0	10.0	20.0	20.0
Minor Works	08/03/2016	40.0		40.0		40.0	0.0
Romanno Bridge	08/03/2016	100.0		100.0		100.0	0.0
Turford Burn	08/03/2016	30.0		30.0		30.0	0.0
Denholm Flood Grille Upgrade	08/03/2016	20.0		20.0		20.0	0.0
Gala Flood Grille Upgrade	08/03/2016	10.0		10.0		10.0	0.0
Burnmouth Culvert Upgrade	08/03/2016	10.0		10.0	(10.0)	0.0	0.0
Bonnington Road, Peebles	08/03/2016	20.0		20.0		20.0	4.0
Unallocated	11/02/2016	40.0		40.0	0.0	40.0	0.0
		340.0	0.0	340.0	0.0	340.0	32.0
Flood Studies							
Peebles/Innerleithen/Broughton	16/08/2016	65.0		65.0		65.0	1.0
Newcastleton	16/08/2016	40.0		40.0		40.0	0.0
Earlston	16/08/2016	40.0		40.0		40.0	0.0
Hawick Natural Flood Management	16/08/2016	60.0		60.0		60.0	0.0
Unallocated		0.0		0.0		0.0	0.0
		205.0	0.0	205.0	0.0	205.0	1.0
Waste Management Infrastructure							
CRC - Enhancements							
Equipment	07/06/2016	34.0		34.0		34.0	24.0
Unallocated	07/06/2016	0.0		0.0		0.0	0.0
		34.0	0.0	34.0	0.0	34.0	24.0
CRC - Improved Skip Infrastructure							
Eshiels Recycling Centre	24/03/2015	75.0		75.0		75.0	2.0
Hawick CRC Skip	18/08/2015	57.0		57.0		57.0	9.0
Galashiels CRC Skip	18/08/2015	20.0		20.0		20.0	12.0
Unallocated	11/02/2016	0.0		0.0		0.0	0.0
		152.0	0.0	152.0	0.0	152.0	23.0
CCTV Community Recycling Centres							
Eyemouth CRC	08/03/2016	1.0		1.0		1.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		1.0	0.0	1.0	0.0	1.0	0.0
Land and Property Infrastructure							
Play Facilities							
Allerley Well Jedburgh	16/08/2016	26.0		26.0	5.0	31.0	0.0
Public Park Duns	16/08/2016	25.0		25.0		25.0	25.0
Lower Green West Linton	16/08/2016	8.0		8.0	7.0	15.0	0.0
Play Park Hutton	16/08/2016	8.0		8.0		8.0	0.0
Play Park Lauder	16/08/2016	6.0		6.0		6.0	0.0
Play Park Eyemouth	NEW	0.0		0.0	16.0	16.0	0.0
Play Park Ninans Haugh	NEW	0.0		0.0	8.0	8.0	0.0
Gross up income (Developer contribution)					(29.0)		
Gross up income CFCR					(7.0)		
Unallocated		0.0		0.0		0.0	0.0
		73.0	0.0	73.0	0.0	109.0	25.0
Cemetery Land Acquisition & Development Block							
Cemetery, Coldstream	17/11/2015	3.0		3.0		3.0	3.0
Cemetery, Earlston	16/08/2016	10.0		10.0		10.0	0.0
Unallocated	08/03/2016	6.0		6.0		6.0	0.0
		19.0	0.0	19.0	0.0	19.0	3.0
Drainage in Parks and Open Spaces							
Wilton Lodge Park Hawick	07/06/2016	11.0		11.0		11.0	11.0
Gibson Park Melrose	07/06/2016	1.0		1.0		1.0	1.0
Home Park Coldstream	07/06/2016	3.0		3.0		3.0	0.0
Stow Drainage	07/06/2016	1.0		1.0		1.0	0.0
Whitestone/Kerfield Peebles	08/03/2016	15.0		15.0		15.0	0.0
Jedburgh - Howdenburn	08/03/2016	35.0		35.0		35.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		66.0	0.0	66.0	0.0	66.0	12.0
Additional Drainage in Parks and Open Spaces							
St Boswells	07/06/2016	3.0		3.0		3.0	0.0
Unallocated						0.0	
		3.0	0.0	3.0	0.0	3.0	0.0
Combined Depot Enhancements							
Galashiels Roads Depot, Wheatlands Road	08/03/2016	67.0		67.0		67.0	0.0
Duns Depot, Station Road	08/03/2016	38.0		38.0		38.0	0.0
Easter Langlee Depot, Galashiels	08/03/2016	24.0		24.0		24.0	2.0
Reiver Complex Road Depot, Newtown St Boswells	08/03/2016	16.0		16.0		16.0	5.0
Lower Mansfield Combined Depot, Hawick	08/03/2016	35.0		35.0		35.0	0.0
Eshiels Depot, Peebles	08/03/2016	83.0		83.0		83.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		263.0	0.0	263.0	0.0	263.0	7.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/09/16 £'000
Structural / H&S Work Block							
Teviothead Cemetery Wall Ph2	08/03/2016	10.0		10.0		10.0	0.0
Channelkirk Cemetery Walls	08/03/2016	10.0		10.0		10.0	8.0
Cockburnspath PS Roof Upgrade	08/03/2016	20.0		20.0		20.0	18.0
Coldstream Workshops Car Park Upgrade	08/03/2016	16.0		16.0		16.0	0.0
Jedburgh Town Hall	08/03/2016	30.0		30.0		30.0	14.0
Lift Controls Upgrade	08/03/2016	27.0		27.0		27.0	0.0
Linglie Mill Valley Gutters Refurbishment	08/03/2016	18.0		18.0		18.0	0.0
Lilliesleaf Nursery Roof Upgrade	08/03/2016	8.0		8.0		8.0	0.0
Saltgreens RHE Vestibule	16/08/2016	30.0		30.0		30.0	0.0
Knowepark PS Fascia	16/08/2016	27.0		27.0		27.0	0.0
Ancrum PS Hall Floor Upgrade	16/08/2016	12.5		12.5		12.5	7.0
Legionella Upgrade Water Tanks	16/08/2016	18.0		18.0		18.0	0.0
Selkirk HS Lighting Ph 3	16/08/2016	20.0		20.0		20.0	6.0
St Mary's Mill Upgrade Gutter	16/08/2016	18.0		18.0		18.0	0.0
Ayton PS Toilet Upgrade	16/08/2016	30.0		30.0		30.0	0.0
Coldstream PS Toilet Upgrade	16/08/2016	15.0		15.0		15.0	0.0
Eyemouth PS Toilet Upgrade	16/08/2016	11.0		11.0	3.0	14.0	13.0
Coldingham PS Roof	16/08/2016	20.0		20.0		20.0	15.0
Gordon PS Toilets	28/09/2016	0.0	10.0	10.0	(10.0)	0.0	16.0
Greenlaw PS Toilets	28/09/2016	0.0	8.0	8.0	11.5	19.5	17.0
Reston PS Toilets	28/09/2016	0.0	12.0	12.0	7.0	19.0	17.0
Howdenburn PS Toilets	28/09/2016	0.0		0.0	15.0	15.0	0.0
Unallocated	08/03/2016	116.5	(41.0)	75.5	(68.5)	7.0	0.0
Virement to Asbestos Management			2.0				
Virement to Building Thermal Efficiency Upgrades			1.0		40.5		
Virement to School Health and Safety			8.0		1.5		
		457.0	0.0	446.0	0.0	404.0	131.0
Asbestos Management Block							
Morebattle PS Asbestos	NEW	0.0		0.0	46.0	46.0	40.0
Ayton PS Asbestos	NEW	0.0		0.0	9.5	9.5	7.0
Unallocated	08/03/2016	55.0	2.0	57.0	(55.5)	1.5	0.0
Virement from Structural/H&S Work Block			(2.0)				
		55.0	0.0	57.0	0.0	57.0	47.0
Building Systems Efficiency Upgrades Block							
Hawick HS Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Stirches PS Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Earlston PS Nursery Heating Upgrade	08/03/2016	13.0		13.0		13.0	0.0
Drumlanrig PS Hall Heating Upgrade	08/03/2016	39.0		39.0		39.0	0.0
Galashiels Academy Hot Water Upgrade	08/03/2016	9.0		9.0		9.0	0.0
Newtown PS Boiler Room Upgrade	08/03/2016	18.0		18.0		18.0	0.0
Unallocated	07/06/2016	5.0		5.0		5.0	0.0
		102.0	0.0	102.0	0.0	102.0	0.0
Building Thermal Efficiency Upgrades Block							
Burnfoot PS Roof Upgrade Phase 1	08/03/2016	40.0	9.0	49.0		49.0	45.0
Selkirk HS Windows Phase 6	08/03/2016	36.0		36.0		36.0	0.0
St Ronans Primary School Windows Upgrade Ph5	08/03/2016	12.0	2.0	14.0		14.0	12.0
Langlee CPD Centre Window Screens Upgrade	08/03/2016	45.0		45.0		45.0	0.0
Stirches PS Roof	08/03/2016	34.0	14.0	48.0		48.0	0.0
Lilliesleaf PS Windows	08/03/2016	47.0		47.0		47.0	44.0
Morebattle PS Upgrade Windows	16/08/2016	27.0		27.0		27.0	0.0
Langlee CPD centre Upgrade Roof	16/08/2016	25.0		25.0		25.0	19.0
Langlee CPD Centre Upgrade Windows	16/08/2016	45.0	(45.0)	0.0		0.0	0.0
Peebles HS Upgrade Roof	16/08/2016	9.0		9.0		9.0	6.0
Peebles HS Upgrade Hall	16/08/2016	50.5	0.5	51.0		51.0	46.0
Trinity PS Upgrade Windows	16/08/2016	35.0		35.0		35.0	0.0
Wilton PS Upgrade Window	16/08/2016	43.0		43.0		43.0	33.0
Drumlanrig PS Windows	28/09/2016	0.0	20.0	20.0		20.0	18.0
Kingsland PS Nursery Roof	28/09/2016	0.0		0.0	27.0	27.0	25.0
Ayton PS roof	28/09/2016	0.0		0.0	13.5	13.5	12.0
Unallocated	08/03/2016	0.0		0.0		0.0	14.0
Virement from Structural / H&S Work Block			(1.0)		(40.5)		
		448.5	0.5	449.0	0.0	489.5	274.0
Electrical Infrastructure Upgrades Block							
Drumlanrig PS Upgrade Phase 1	08/03/2016	85.0		85.0	26.5	111.5	101.0
Unallocated	08/03/2016	65.0		65.0	(10.5)	54.5	(4.0)
Virement from Energy Efficiency Works					(16.0)		
		150.0	0.0	150.0	0.0	166.0	97.0
Fixed Assets Block							
Unallocated	08/03/2016	20.0		20.0		20.0	0.0
		20.0	0.0	20.0	0.0	20.0	0.0
Demolition and Site Preparation Block							
Earlston HS	08/03/2016	28.0		28.0		28.0	0.0
Eyemouth Nursery Demolition	08/03/2016	204.0		204.0	(10.0)	194.0	9.0
Edenside Temporary Unit	NEW	0.0		0.0	10.0	10.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		232.0	0.0	232.0	0.0	222.0	9.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/09/16 £'000
Office Accommodation Transformation Block							
Galashiels People Office Rationalisation	07/06/2016	184.0		184.0		184.0	82.0
HQ Campus - 2 Bowden Road & Lancaster House	08/03/2016	4.0		4.0		4.0	0.0
Unallocated	08/03/2016	0.0		0.0		0.0	0.0
		188.0	0.0	188.0	0.0	188.0	82.0
Contaminated Land							
Redbraes	24/03/2015	5.0		5.0		5.0	5.0
Stow	17/11/2015	33.0		33.0		33.0	0.0
Ayton Mill	08/03/2016	38.0		38.0	32.0	70.0	26.0
Unallocated	08/03/2016	32.0		32.0	(32.0)	0.0	0.0
		108.0	0.0	108.0	0.0	108.0	31.0
Cleaning Equipment Replacement Block							
Cleaning Equipment Replacement	08/03/2016	51.0		51.0		51.0	25.0
		51.0	0.0	51.0	0.0	51.0	25.0
PEOPLE							
School Estate							
School Health & Safety Block							
Audit - Window Replacement	24/02/2015	5.0		5.0		5.0	0.0
School Fire Alarms	08/03/2016	7.0		7.0		7.0	0.0
Wilton PS Secure Reception	08/03/2016	2.0	(2.0)	0.0	1.0	1.0	(1.0)
Chirside PS Window Replacement	08/03/2016	119.0		119.0		119.0	59.0
Hawick HS Window Replacement	08/03/2016	0.0		0.0		0.0	0.0
Earlston PS Windows PH1	08/03/2016	50.0		50.0		50.0	0.0
Edenside PS Window Replacement	08/03/2016	21.0	8.0	29.0	1.0	30.0	30.0
Parkside PS Window Replacement	08/03/2016	15.0		15.0		15.0	15.0
Melrose PS Secure Reception	08/03/2016	100.0		100.0	(20.0)	80.0	52.0
Yetholm Secure Reception	08/03/2016	40.0		40.0		40.0	24.0
Philiphaugh PS Secure Entrance	08/03/2016	35.0	30.0	65.0	5.0	70.0	22.0
Secure Reception Works	NEW	0.0		0.0		0.0	0.0
- Edenside PS Secure Reception	NEW	0.0		0.0	25.0	25.0	0.0
- Earlston Secure Reception	NEW	0.0		0.0		0.0	0.0
- St Peter's Secure Reception	NEW	0.0		0.0	8.0	8.0	0.0
Fire Regs/Emergency Lighting/Security	08/03/2016	12.0		12.0		12.0	0.0
- Heriot Secure Fence	08/03/2016	8.0		8.0		8.0	3.0
- Eyemouth Secure Fence	08/03/2016	10.0		10.0		10.0	0.0
- Philiphaugh CCTV	08/03/2016	15.0		15.0	(15.0)	0.0	12.0
- Tweedbank Security Works	08/03/2016	20.0		20.0	(20.0)	0.0	0.0
Env Health - Nursery Kitchens/Sinks	08/03/2016	38.0		38.0	(3.0)	35.0	0.0
- Burgh Nursery Kitchen Sinks	08/03/2016	10.0		10.0		10.0	0.0
- Drumlanrig Nursery Kitchen & Sinks	08/03/2016	12.0		12.0	3.0	15.0	15.0
School Safety Flooring	08/03/2016	0.0		0.0		0.0	0.0
- Selkirk HS Maths Corridor	08/03/2016	8.0		8.0		8.0	0.0
- Peebles HS Math Block	08/03/2016	15.0		15.0		15.0	12.0
- Melrose PS Flooring	08/03/2016	8.0		8.0		8.0	6.0
School Toilets	08/03/2016	0.0		0.0		0.0	0.0
- Gordon PS Toilets	08/03/2016	20.0		20.0		20.0	0.0
- Gordon Nursery Toilets	NEW	0.0		0.0	17.0	17.0	0.0
- Philiphaugh PS toilets	08/03/2016	20.0		20.0		20.0	0.0
Unallocated	08/03/2016	1.0	2.0	3.0	(1.0)	2.0	0.0
Virement from Structural H&S Works			(8.0)		(1.0)		
Gross up CFCR contribution for Philiphaugh PS Secure Entrance			(30.0)				
		591.0	0.0	629.0	0.0	629.0	249.0
School Refurbishment & Capacity Block							
Hawick High School	16/08/2016	345.0		345.0		345.0	4.0
Westruther Extension Residual Works	24/03/2015	0.0	1.0	1.0		1.0	1.0
Chirside PS Residual Works	24/02/2015	0.0		0.0		0.0	0.0
Unallocated	08/03/2016	345.0	(1.0)	344.0		344.0	0.0
		690.0	0.0	690.0	0.0	690.0	5.0
School Kitchen Improvement Block							
Wrapping & Labelling Machine - Chirside PS	08/03/2016	40.0		40.0	(38.5)	1.5	0.0
Eddleston PS Kitchen Refurbishment	NEW	0.0			17.5	17.5	0.0
Reston PS Kitchen Refurbishment	NEW	0.0			21.0	21.0	0.0
Unallocated	08/03/2016	3.0		3.0		3.0	0.0
		43.0	0.0	43.0	0.0	43.0	0.0
Equality Act School Adaptations (DDA) Block							
Burnfoot PS DDA Works	08/03/2016	78.0		78.0		78.0	74.0
Melrose PS DDA Works	08/03/2016	50.0		50.0		50.0	0.0
St Peters PS DDA Works	16/08/2016	24.0		24.0		24.0	5.0
Gala Academy DDA Works	16/08/2016	8.0		8.0		8.0	5.0
Lilliesleaf PS DDA	24/02/2015	0.0		0.0	1.0	1.0	1.0
Parkside PS DDA Works	24/03/2015	1.0		1.0		1.0	1.0
Peebles HS DDA Works	24/08/2016	0.0	7.0	7.0		7.0	0.0
Heriot PS DDA Works	NEW	0.0		0.0	8.0	8.0	0.0
Newtown PS DDA Works	NEW	0.0		0.0	16.0	16.0	0.0
Unallocated	08/03/2016	17.0	(7.0)	10.0	(9.0)	1.0	0.0
Gross up Developer Contribution Newtown DDA					(16.0)		
		178.0	0.0	178.0	0.0	194.0	86.0

Project Name	Initial Allocation Approval	Latest Executive Approved Budget £'000	Approved under Delegated Authority £'000	Latest Approved Budget £'000	Proposed Movement £'000	Projected Outturn £'000	Actuals to 30/09/16 £'000
Early Learning and Childcare Block							
Coldstream PS ELCC 3&4's	08/03/2016	5.0		5.0		5.0	0.0
Edenside PS ELCC 3&4'S	08/03/2016	285.0		285.0		285.0	263.0
Knowepark PS ELCC 3&4'S	08/03/2016	290.0		290.0		290.0	211.0
Melrose PS ELCC 3&4'S	08/03/2016	45.0		45.0		45.0	1.0
Wilton PS ELCC 3&4'S	08/03/2016	250.0		250.0	(75.0)	175.0	156.0
Tweedbank CC Nursery Toilets	16/08/2016	26.0		26.0		26.0	0.0
Coldstream PS ELCC Phase 2	16/08/2016	5.0		5.0		5.0	5.0
Cockburnspath PS ELCC		0.0		0.0		0.0	0.0
Eyemouth PS ELCC	16/08/2016	6.0	3.0	9.0		9.0	6.0
Fountainhall PS ELCC	16/08/2016	25.0		25.0		25.0	1.0
Howdenburn PS ELCC (Family Room)	16/08/2016	10.0		10.0		10.0	7.0
Kirkhope PS ELCC	16/08/2016	10.0		10.0	(10.0)	0.0	0.0
Kirkhope Nursery ELCC		0.0		0.0	10.0	10.0	2.0
Lilliesleaf PS ELCC	16/08/2016	600.0		600.0	(560.0)	40.0	7.0
Morebattle ELCC	16/08/2016	25.0		25.0		25.0	0.0
St Peters PS ELCC	16/08/2016	80.0		80.0		80.0	4.0
St Ronan's PS ELCC	16/08/2016	50.0		50.0		50.0	1.0
Stow PS ELCC	16/08/2016	600.0		600.0	(565.0)	35.0	7.0
Trinity PS ELCC	16/08/2016	13.0	(11.0)	2.0		2.0	1.0
Tweedbank PS ELCC	16/08/2016	1.0	9.0	10.0		10.0	3.0
West Linton PS ELCC (Family Room)	16/08/2016	10.0		10.0		10.0	3.0
Westruther PS ELCC	16/08/2016	25.0		25.0		25.0	2.0
Philiphaugh EYC (Residual Works)	24/03/2015	0.0	1.0	1.0		1.0	1.0
Parkside Nursery (Residual Works)	18/08/2015	0.0	1.0	1.0		1.0	1.0
Unallocated ELCC 3&4's	08/03/2016	334.0	(3.0)	331.0	(275.0)	56.0	0.0
Timing movement to 17/18					1,475.0		
		2,695.0	0.0	2,695.0	0.0	1,220.0	682.0
Social Care Infrastructure							
Residential Care Home Upgrade Block							
Saltgreens, Eyemouth	08/03/2016	129.0		129.0	(50.0)	79.0	69.0
Waverley, Galashiels	08/03/2016	940.0		940.0	400.0	1,340.0	585.0
Unallocated	08/03/2016	0.0				0.0	
Timing movement from 17/18 Structural H&S					(350.0)		
		1,069.0	0.0	1,069.0	0.0	1,419.0	654.0
Residential Care Home Sluice Works							
St Ronans Sluice Works		74.0		74.0		74.0	2.0
Grove House Sluice Works		55.0		55.0		55.0	1.0
Deanfield Sluice Works		80.0		80.0		80.0	2.0
		209.0	0.0	209.0	0.0	209.0	5.0
Sports Infrastructure							
Sports Trusts Plant & Services -Integrated Sport & Culture Trust							
Property and Other Sports Trusts							
Energy Savings Projects	07/06/2016	8.0		8.0	33.0	41.0	0.0
Energy Efficiency - BEMS upgrades	08/03/2016	38.0		38.0	(38.0)	0.0	0.0
Eyemouth LC Refurbishment	08/03/2016	0.0		0.0		0.0	0.0
Plant Boiler Eyemouth LC	08/03/2016	30.0		30.0	63.0	93.0	0.0
Tweedbank Gym Access Control	NEW	0.0		0.0	15.0	15.0	0.0
Eyemouth LC Doors	NEW	0.0		0.0	11.0	11.0	0.0
Selkirk LC Refurbishment	08/03/2016	395.0		395.0		395.0	35.0
Berwickshire Education Recreation Sports Trust allocation	08/03/2016	20.0		20.0		20.0	0.0
Jedburgh Leisure Facilities Trust projects	08/03/2016	20.0		20.0	46.0	66.0	0.0
Unallocated	08/03/2016	153.0		153.0	(130.0)	23.0	0.0
		664.0	0.0	664.0	0.0	664.0	35.0
CHIEF EXECUTIVE							
Chief Executive Other							
Outwith CGI							
Disaster Recovery	08/03/2016	3.5	(0.5)	3.0		3.0	2.0
Equipment Refresh	16/08/2016	300.0		300.0		300.0	258.0
Software Licence - Point Upgrades	16/08/2016	30.0		30.0		30.0	0.0
Payroll/Personnel System	08/03/2016	2.0	(2.0)	0.0		0.0	0.0
Uniform Upgrade	08/03/2016	3.5	1.5	5.0		5.0	5.0
Lagan Upgrade	08/03/2016	0.5	(0.5)	0.0		0.0	0.0
Schneider	08/03/2016	3.5	(3.5)	0.0		0.0	0.0
PSN Upgrade	08/03/2016	7.5	(1.5)	6.0		6.0	3.0
Desktop Technology	08/03/2016	9.5	(0.5)	9.0		9.0	8.0
Replace Curricular Networks	08/03/2016	14.5	0.5	15.0		15.0	15.0
Financial Systems Infrastructure Development	08/03/2016	12.0		12.0		12.0	0.0
Add Server Storage Data Growth	08/03/2016	7.0	(7.0)	0.0		0.0	0.0
People's Network Upgrade	08/03/2016	(0.5)	1.5	1.0		1.0	1.0
General IT Block Holding Code	08/03/2016	4.0	12.0	16.0		16.0	2.0
		397.0	0.0	397.0	0.0	397.0	294.0
Inflight Projects							
Rent Management and Accounting System	07/06/2016	33.0		33.0		33.0	0.0
Mosaic	2014/15	47.0		47.0		47.0	10.0
		80.0	0.0	80.0	0.0	80.0	10.0

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Analysis of Variance to Latest Approved Budget

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
PLACE			
Road & Transport Infrastructure			
Galashiels Developments - GIRR5	(145)		
Roads & Bridges - including RAMP and Winter Damage/Slopes		503	
Street Lighting Energy Efficiency Project	(600)		
Kelso Town Traffic Management Scheme			(8)
Engineering Minor Works	(14)		
	(759)	503	(8)
Flood and Coastal Protection			
Selkirk Flood Protection	(485)		
Hawick Flood Protection	70		
	(415)	0	0
Waste Management			
New Easter Langlee Waste Transfer Station	(357)		
	(357)	0	0
Land and Property Infrastructure			
Play Facilities		36	
Structural/H&S Works Block			(42)
Building Thermal Efficiency Upgrades Block			41
Electrical Infrastructure Upgrades Block			16
Energy Efficiency Works			(16)
Clovenfords Play Park			1
	0	36	0
TOTAL - Place	(1,531)	539	(8)

	Timing Movement Budget (Backward)/ Forward	Budget Movement Budget linked to Increase/ (Decrease) in funding	Budget Movement in year - Virement
	£000	£000	£000
PEOPLE			
School Estate			
Duns Primary School & Locality Support Centre	(60)		
Kelso High School	(200)		
School Health & Safety Block			1
Complex Needs - Central Education Base			(26)
Earlston MUGA		110	
Equality Act School Adaptations (DDA) Block		16	
Early Learning & Childcare Block	(1,475)		
	(1,735)	126	(25)
Social Care Infrastructure			
Residential Care Home Upgrade Block	350		
	350	0	0
Social Care Infrastructure			
Jim Clark Museum		(25)	
Sir Walter Scott Court House - Phase 1	(280)		
Sir Walter Scotts Courtroom Interpretation		(9)	
	(280)	(34)	0
TOTAL - People	(1,665)	92	(25)
Sports Infrastructure			
Hawick 3G Synthetic Pitch	(35)		
	(35)	0	0
Economic Regeneration			
Newtown St Boswells Village Centre	(16)		
	(16)	0	0
TOTAL - Chief Executive	(51)	0	0
Other			
Plant & Vehicle Replacement - P&V Fund		456	
Other Fleet		91	
	0	547	0
Emergency & Unplanned Schemes			
Kelso Town Centre Traffic Management Scheme		8	
Sir Walter Scott Courtroom Interpretation		9	
TOTAL - Emergency & Unplanned Schemes	0	17	0
Total Budget Movement	(3,247)	1,195	(33)

Scottish Borders Council
Financial Plan 2016/17 to 2018/19

	Operational Plan						Total Project Cost
	Prior Years Spend	Projection 2016/17	Projection 2017/18	Projection 2018/19	Operational Plan 2016/17 - 2018/19	Strategic Plan 2019/20 - 2025/26	
	£000	£000	£000	£000	£000	£000	
PLACE							
Road & Transport Infrastructure							
Galashiels Developments - GIRR5	86	120	340	5	465	0	551
Galashiels Developments - Transport Interchange	7,616	135	0	0	135	0	7,751
Galashiels Developments - GIRR 1-3 Claims	0	50	150	100	300	200	500
Street Lighting Energy Efficiency Project	2,531	1,556	2,100	0	3,656	0	6,187
A72 Dirtpot Corner - Road Safety Works	88	54	200	1,916	2,170	0	2,258
Selkirk Town Centre (Streetscape works)	13	37	400	0	437	0	450
Innerleithen to Walkerburn - Shared Access Route	73	92	61	265	418	0	491
Union Chain Bridge	5	70	25	450	545	0	550
Reston Station Contribution	500	270	450	380	1,100	0	1,600
Selkirk Traffic Management	0	117	0	0	117	0	117
Kelso Town Traffic Management Scheme	2,072	0	0	0	0	0	2,072
Tweedbank Traffic Calming	16	40	0	0	40	0	56
Total Road & Transport Infrastructure	13,000	2,541	3,726	3,116	9,383	200	22,583
Flood and Coastal Protection							
Selkirk Flood Protection	25,185	6,482	485	0	6,967	0	32,152
Hawick Flood Protection	1,061	1,053	945	1,404	3,402	33,030	37,493
Jedburgh Flood Protection	641	34	0	0	34	0	675
	26,887	7,569	1,430	1,404	10,403	33,030	70,320
Waste Management							
Easter Langlee Cell Provision	235	200	216	354	770	0	1,005
Easter Langlee Leachate Management Facility	183	69	20	23	112	1,419	1,714
CRC - Bulky Waste Adjustments	0	10	257	0	267	0	267
New Easter Langlee Waste Transfer Station	42	357	5,135	9	5,501	0	5,543
Easter Langlee Cell 3 Leachate Pumping System	3	32	0	0	32	0	35
	463	668	5,628	386	6,682	1,419	8,564
Land and Property Infrastructure							
Wilton Lodge Park	1,204	1,878	101	0	1,979	0	3,183
	1,204	1,878	101	0	1,979	0	3,183
TOTAL PLACE	41,554	12,656	10,885	4,906	28,447	34,649	104,650
PEOPLE							
School Estate							
Duns Primary School & Locality Support Centre	2,269	7,294	200	0	7,494	0	9,763
Kelso High School	2,791	240	200	0	440	0	3,231
Langlee Primary School	588	7,079	2,929	2	10,010	0	10,598
Broomlands Primary School	552	3,526	5,227	377	9,130	0	9,682
Complex Needs - Central Education Base	361	1,611	6	0	1,617	0	1,978
	6,561	19,750	8,562	379	28,691	0	35,252
Culture and Heritage							
Jim Clark Museum	24	146	902	386	1,434	0	1,458
Sir Walter Scott Court House - Phase 1	0	20	280	0	300	0	300
Sir Walter Scott Court House - Phase 2	200	80	50	760	890	1,590	2,680
	224	246	1,232	1,146	2,624	1,590	4,438
TOTAL PEOPLE	6,785	19,996	9,794	1,525	31,315	1,590	39,690
CHIEF EXECUTIVE							
Sports Infrastructure							
Peebles 3G Synthetic Pitch	140	0	0	0	0	0	140
Jedburgh 3G Synthetic Pitch	11	62	787	3	852	0	863
Hawick 3G Synthetic Pitch	93	1,199	38	0	1,237	0	1,330
	244	1,261	825	3	2,089	0	2,333
Economic Regeneration							
Central Borders Business Park	11	89	2,000	3,000	5,089	1,000	6,100
Newtown St Boswells Village Centre	0	0	36	20	56	1,000	1,056
	11	89	2,036	3,020	5,145	2,000	7,156
Chief Executive Other							
Great Tapestry of Scotland - Building	435	5,515	0	0	5,515	1,000	6,950
	435	5,515	0	0	5,515	1,000	6,950
TOTAL CHIEF EXECUTIVE	255	1,350	2,861	3,023	7,234	2,000	9,489
TOTAL SBC	49,029	39,517	23,540	9,454	72,511	39,239	160,779

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PROJECTED BALANCES AT 31 MARCH 2017

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

15 November 2016

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2016 and advises Members of the projected balances at 31 March 2017.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £7.082m at 31 March 2016. The first monitoring position reported to the Executive Committee in August 2016 reflected a balance of £5.638m in line with the approved Financial Strategy. The projected balance as at 31st March 2017 remains £5.638m.
- 1.3 The Council's allocated reserve balance was £3.360m at 31 March 2016 and is projected to be £5.501m at 31st March 2017. The increase from the last reported position is as a result of an allocation of £0.177m from the revenue budget into the IT Transformation allocated reserve and an allocation of £1.506m from the revenue budget to support the 2017/18 Financial Plan as approved by full Council on the 11th February 2016.
- 1.4 The total of all useable balances, excluding developer contributions, at 31 March 2017 is projected to be £20.570m, compared to £31.163m at 31 March 2016. The difference relates almost entirely to earmarking. As the financial year progresses, earmarked balances to be carried forward to 2017/18 and future years are expected to increase.
- 1.5 The projected balance on the Capital Fund of £1.350m will be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) Notes the projected revenue balances as at 31 March 2017 as per Appendices 1 & 2;**
- (b) Notes the projected balance in the Capital Fund as per Appendix 3; and**
- (c) notes the allocation of £1.683m from the revenue budget to the allocated reserve to support IT contract as approved by Council and the 2017/18 Financial Plan both reflected in the revenue monitoring report included elsewhere on this agenda.**

3 ACCOUNTS AND FUNDS OPERATED BY THE COUNCIL

3.1 Income and expenditure relating to the Council's services are accounted for and financed through the following funds (as required or permitted by statute):

- (a) General Fund
- (b) Corporate Property Repairs & Renewals Fund
- (c) Insurance Fund
- (d) Plant & Vehicles renewals Fund
- (e) Capital Fund

3.2 The balances on these Funds represent the Council's useable reserves which are projected at 31 March 2017 as follows:

	Projected Balances as at 31/03/17 £m
BALANCES	
Earmarked Balances (non DSM)	1.713
Earmarked Balances (DSM)	0
Allocated Balances	5.501
General Fund (Unallocated Reserve)	5.638
Corporate Property Repairs & Renewals Fund	0
Insurance Fund	1.321
Plant & Vehicles Renewals Fund	5.047
Capital Fund (exc. Developer Contributions)	1.350
	20.570

4 BALANCES AT 31 MARCH 2017

4.1 UNALLOCATED BALANCES

Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2017 on the General Fund and Appendix 2 shows the projected non-General Fund balances. The net effect is the useable General Fund balance after earmarked funds and allocated reserves is **£5.638m** at 31 March 2017 which is in line with the recommended level included in the Financial Strategy approved by Council.

4.2 RISKS

The Corporate Financial Risk Register was considered at the Council meeting on 11 February 2016 and identifies potential risks which include failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. The accumulated financial risk in the Risk Register is assessed to be at £11.527m and the projected useable General Fund balance, at £5.638m, is sufficient to cover 49% of risks identified at that time. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.

4.3 ALLOCATED BALANCES

Allocated balances have increased since the last reporting by a total of £1.683m (£0.177m through the allocation of revenue budget to support IT transformation and £1.506m to support the 2017/18 Financial Plan as previously agreed by members in the 2016/17 Financial Plan). All movements during 2016/17 are set out in the table below:

ALLOCATED BALANCES	Balance 31 March 2016 £m	Increase during 2016/17 £m	Released during 2016/17 £m	Projected Balance 31 March 2017 £m
Children's Placements Financial Plan	0.270	0	(0.270)	0
Project funding from Police & Fire reserves	0.031	0	(0.031)	0
SB Cares (PVG checks)	0.052	0	(0.052)	0
CFCRs not yet applied to capital 2014/15	0.228	0	(0.025)	0.203
General Financial Plan	0.322	1.506	(0.322)	1.506
Municipal Mutual	0.368	0	(0.126)	0.242
Winter maintenance	0.650	0	0	0.650
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0.539	0	0	0.539
IT transformation	0.600	1.461	0	2.061
Total	3.360	2.967	(0.826)	5.501

4.4 **CAPITAL FUND**

Appendix 3 details the balances currently held in the Capital Fund. These balances are temporarily held in the Loans Fund and will attract interest at the end of the financial year. The Fund can only be used for capital purposes or to repay external debt.

IMPLICATIONS

5.1 **Financial**

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

5.2 **Risk and Mitigations**

The major risks associated with this report are that the level of projected balances proves to be inaccurate and/or insufficient. Service budget pressures (as identified in the General Fund Revenue Monitoring report) plus unexpected liabilities are the most likely sources of pressure on reserves. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular revenue and capital budgetary control reports to the Executive Committee. In addition, the Corporate Financial Risk Register is regularly reviewed by senior Finance staff and is considered by the Executive Committee at regular intervals.

5.3 **Equalities**

There are no adverse equality issues arising from the report.

5.4 **Acting Sustainably**

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

5.5 **Carbon Management**

There are no effects on carbon emissions associated with this report.

5.6 **Rural Proofing**

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

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

There are no changes to the Schemes of Administration or Delegation as a result of this report.

6 CONSULTATION

- 6.1 The Corporate Management Team, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and any comments have been reflected in the report.

Approved by

**David Robertson
Chief Financial Officer**

Signature

Author(s)

Suzy Douglas	Financial Services Manager 01835 824000 X5881
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Background Papers:

Previous Minute Reference:

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Contact us at sdouglas@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2017

	GENERAL FUND £'000's	GENERAL FUND (DSM) £'000's	GENERAL FUND (EAR-MARKED) £'000's	ALLOCATED RESERVES £'000's	TOTAL £'000's
Balance at 1 April 2016	7,082	1,905	10,815	3,360	23,162
Projected Income (RSG, NDR, Council Tax)	256,047				256,047
Projected Net Revenue Expenditure	(266,359)				(266,359)
Earmarked Balances from previous year	11,007	(1,905)	(9,102)		0
Earmarked Balances to future years	0	0	0		0
Allocation of 2015/16 underspend to IT transformation	(1,284)			1,284	0
Funding allocated Financial Plan Revenue	801			(801)	0
Funding unallocated Financial Plan Revenue	161				161
Drawdown of funding unallocated Financial Plan Revenue	(161)				(161)
Reversal of Culture CFCR (Vehicle Replacement Fund)	25			(25)	0
2016/17 underspend to IT Transformation in 2017/18	(177)			177	0
2016/17 underspend in Loan Charges to Financial Plan allocated reserve	(1,506)			1,506	0
Projected Balance at 31 March 2017	5,637	0	1,713	5,501	12,851

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SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2017
(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	TOTAL £'000's
Balance at 1 April 2016	102	5,188	1,321	6,610
Projected Income	2,176	1,995	1,773	5,944
	<u>2,278</u>	<u>7,183</u>	<u>3,094</u>	<u>12,554</u>
Projected Expenditure	2,278	2,136	1,773	6,187
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2017	-	5,047	1,321	6,367

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SUMMARY OF CAPITAL FUND

	Balance as at 31/03/16 £'000	Balance as at 31/03/17 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	18	18
Technical Services	324	303
Education & Lifelong Learning	1,983	2,607
Planning & Economic Development	-	-
Social Work - Affordable Housing	556	539
Accrued Interest	491	491
Sub Total Developer Contributions	<u>3,372</u>	<u>3,958</u>
Capital Receipts	1,390	1,350
Total	<u><u>4,762</u></u>	<u><u>5,308</u></u>

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CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

15 NOVEMBER 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 16 August 2016 and sets out planned activity in the reporting period to February 2017.**
- 1.2 This is the seventh quarterly progress report since the Programme was established in February 2015.
- 1.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (rating them Red, Amber or Green) and sets out key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.
- 1.4 The Borders Railway reached its one year anniversary in September 2016. Significant progress is being made across the Blueprint programme. Over 1 million passengers used the service in the first year.
- 1.5 Detailed performance reporting infographics for the following areas of the programme are set out in Appendices 2 and 3:
 - (a) Borders Railway
 - (b) Sustainable Transport

2 RECOMMENDATION

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

3 BACKGROUND

- 3.1 The Corporate Transformation Programme was established in February 2015 and Council agreed that quarterly monitoring reports would be considered by the Executive Committee.
- 3.2 This report forms the seventh quarterly Corporate Transformation Progress Report and sets out:
- (a) Progress since August 2016
 - (b) Planned work in the next reporting period to February 2017
- 3.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each Programme, a summary of progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4 PROGRESS

- 4.1 Progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular areas to highlight within the reporting period include:
- 4.2 Digital Transformation Programme
- (a) The ICT service successfully transferred to CGI on 1 October 2016 as planned.
 - (b) The Business World ERP project will deliver a modern, efficient Finance, HR and Procurement operation through adoption of a single system to replace three existing systems and using these systems to move to highly efficient back office processes. The project is on target to go live as planned in April 2017. Considerable effort is taking place across the organisation to make the transition to the new system successful and to realise the benefits we expect.
 - (c) The launch of online council tax billing was originally planned for October 2016. After discussion with CGI on a variety of issues they were encountering, this has been delayed to early 2017. We are planning a soft launch of online council tax billing this financial year with the aim of signing up as many people as possible for the March 2018 billing run.
 - (d) The first Borders Digital Forum took place in September 2016, chaired by Calum Kerr MP. The meeting was well attended with representatives from communities across the Scottish Borders along with suppliers and regulators. Presentations were made on the current connectivity challenges by Digital Scotland and by SBC. An informed and pro-active discussion took place afterwards. The next meeting will take place in November where the group will look at other alternative methods of connectivity.

- (e) A positive discussion with Scottish Futures Trust took place on using the new emergency mobile masts to deliver additional mobile coverage.
- (f) Initial discussions starting on a joint approach to Digital Participation in the Scottish Borders with the Future Services Reform group within the CPP. A potential pilot project is also being discussed with SBHA.
- (g) CGI with its infrastructure partner, Commsworld, are actively planning the rollout of additional superfast broadband to our high schools along with the showcasing of the art of the possible for communities and businesses. This could have a positive impact on the services available to businesses and households.
- (h) The Mobile Infrastructure Project (MIP) has delivered new masts in areas of the Scottish Borders that have poor mobile reception. Mobile providers now need to put their equipment onto these masts so that customers can receive an improved service. Suppliers had plans to do this in August 2016 but there has been a delay to delivering this. We now expect this to happen in October 2016.
- (i) Digital Transformation, in the context of Corporate Transformation, was presented to Head Teachers on 6 October 2016, after which there was a very engaging workshop session.
- (j) The governance for the Digital Transformation programme is now fully up and running. A steering group focusing on digital customer initiatives has been established.
- (k) Considerable work is taking place to establish the vision and roadmap for the programme for the coming years. We expect to be able to communicate this at the next Executive meeting in February 2017.

4.3 Borders Railway Blueprint

- (a) Partners continue to deliver projects in the Borders Railway Blueprint Action Plan, across three themes – Great Destinations to Visit, Great Locations for Working and Investment, and Great Communities for Living and Learning.
- (b) Some general points of progress are summarised below:
 - (i) Approval of funding for ScotRail Retail Hub at Tweedbank Station.
 - (ii) Development of Borders Railway Town Centre Master planning Programme.
 - (iii) Delivery of Tourism Business Development Programme via Business Gateway, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year.
 - (iv) Approval of funding for 2 year Borders and Midlothian Tourism Destination Development project.

- (v) Delivery of 'Runaway Seat' marketing campaign in August with local visitor attractions, and 'Borders Turns One' partnership campaign to celebrate the one year anniversary.

4.4 Children and Young People

- (a) Schools Business Support & Administration Review – This review continues to make good progress with several work packages underway, including information gathering, staff consultation, surveys for stakeholders and detailed analysis of tasks, processes and functions. Staff-led working groups have started work to consider Systems and Communication across schools in order to address inconsistent practice and duplication. A proposed high level structure is being considered by the Project Sponsor and will be shared with staff as soon as possible. Business World will have an effect on this review, therefore future activity will be closely aligned to that timescale.
- (b) School Estate Review – Consultation on the Additional Special Needs (ASN) proposals at Earlston is complete and Education Scotland will submit a report back to Scottish Borders Council following an examination of the results and interviews with Stakeholders. A Consultation Response Report will be prepared thereafter. Meetings have been held with various stakeholders in relation to the Reviews of Roman Catholic schools, rural schools, Jedburgh schools and mothballed schools. Over the next few months it is expected that Statutory Consultations will be carried out in these areas.

4.5 Co-Production

- (a) Co-production as a transformation project has now completed. The co-production guide and toolkit has been produced and adopted by the Council and Community Planning Partners. The guide, toolkit and associated e-learning has been launched with information published in SBScene, SBC Intranet, NHS staff update, Link-Third Sector Newsletter and SBConnect. Co-production Week Scotland takes place 14-20 November 2016, and SBC's co-production approach and guide will feature during the week and build up.
- (b) A Co-production monitoring group has been established which will meet twice yearly to review how co-production is being applied and whether any further guidance or activity is required to support co-production approaches.

4.6 Localities Programme

- (a) Monthly meetings have taken place with all Cheviot Elected Members covering opportunities and issues within the Cheviot Locality. The focus so far this reporting period has been in developing an approach to establishing a Locality Property Plan for Cheviot. An outline timetable has been agreed with Cheviot Elected Members and with CPP partners on the Future Services Reform Property Sub-Group.
- (b) As part of the plan, two evening seminars were held on 20 October 2016 in Jedburgh and 27 October 2016 in Kelso. The public and community groups were invited to get involved in planning how publicly owned land and buildings in the Cheviot area (Jedburgh and District, and Kelso and District) could be used more efficiently and effectively. A draft Locality Property Plan will be developed by the end of February for consultation during March and April. The plan will then be finalised in June as part of the wider Cheviot Locality Plan which, in turn, will be signed off by 1 October 2017, ready for publication. The plan will help inform the Council's approach to property rationalisation.
- (c) Following the Transport Seminar held in early June, a draft Transport Action Plan has been presented to the CPP Community Transport Board for consideration. The draft action plan includes ideas for improving linkages to Borders Railway, improving access to Borders College, car clubs, smart ticketing and multi-transport apps and display boards.
- (d) A Lead Officer for Localities has been appointed and started with us on 10 October 2016. This dedicated resource will enable the localities approach to be taken forward in a more robust, speedier and consistent way
- (e) The Localities Programme has been on-going for over 12 months and was implemented prior to the full impact of the Community Empowerment Act being understood. The approach in Cheviot now requires to be evaluated, to ensure the current approach meets the needs of the Community Empowerment Act prior to being extended to the other 4 Locality Areas.

4.7 Property and Assets

- (a) An initial review of Scottish Borders Council properties by category and locality has been completed and high level options for rationalisation and associated revenue savings were presented to Corporate Management Team in September. Further work is underway to develop these options in more detail for presentation to Corporate Management Team late November 2016.
- (b) Locality property planning meetings (see 4.7b above) have been held in the Cheviot area and will help inform the property rationalisation process.

- 4.9 Workforce Transformation
- (a) A new Business Travel Policy has been drafted following consultation with the Trades Unions and is now ready for implementation. One of the main aims of the policy is to help reduce the cost of business travel and ensure that the policy is ready for the introduction of the Enterprise Resource Planning system from April next year and the potential expansion of the pool car fleet.
 - (b) Proposals and an associated business case for the expansion of the pool car fleet are currently being developed and will be presented to Corporate Management Team in late November,
- 4.10 Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 3 and focus on:
- (a) Borders Railway
 - (b) Sustainable Transport

5 COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

- 5.1 Work continues as part of the Communications Strategy to ensure information and communication is shared effectively with staff to influence behaviour to enable positive change across the workforce into the future. A programme of activity across all projects remains in place and is continually updated through close liaison with the Corporate Communications team and Project Managers. This allows oversight and consistency of all communications activity both externally and internally.
- 5.2 This process is supported by a series of corporate activities including regular updates in staff magazine, staff intranet and fortnightly SB Update. Several articles will also feature in the winter edition of SB Connect Community Newspaper. A monthly Senior Managers' Briefing and Feedback Form has been introduced since the large scale senior managers' event which took place on 27 June 2016, to support Senior Managers to cascade information to their staff. Feedback from Managers is reviewed by Corporate Management Team (CMT) every month.
- 5.3 A further large scale Briefing was held on 6 October 2016 for all primary and secondary Headteachers. This allowed this group to be fully brought up to speed with the programme, and gave them the opportunity to take part in workshops to discuss how transformation, in particular the Digital programme, provides them with opportunities for education into the future. Headteachers were provided with the communications toolkit to support them to share information with their staff in line with other Senior Managers across SBC. They will also be included in the Monthly Briefing distribution going forward. A programme of further communications activity is in development.

- 5.4 The Trades Unions continue to consider the most up to date tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes, and programme leads, as they are required.

6 REPORTING

- 6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1. The areas of work are aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.

7 FINANCE

- 7.1 The Corporate Transformation Programme is critical in achieving many of the savings in the Financial Plan. Following the approval of the 2016/17-2020/21 Financial Plan in February 2016, the level of savings to be delivered across the Transformation Programme during the 5-year period are £23.113m. Of this, £7.966m will be delivered in 2016/17. Progress in the delivery of in-year savings is reported quarterly as part of the Revenue Monitoring process to Executive Committee.
- 7.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.
- 7.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

8 IMPLICATIONS

8.1 Financial

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

8.2 **Risk and Mitigations**

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

8.3 **Equalities**

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

8.4 **Acting Sustainably**

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

8.5 **Carbon Management**

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

8.6 **Rural Proofing**

This will be undertaken within the programme where appropriate.

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

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

9 CONSULTATION

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

Approved by

Rob Dickson
Corporate Transformation & Services Director

Signature

Author(s)

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

Background Papers: Nil

Previous Minute Reference: Scottish Borders Council, 11th February 2016.

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

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Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Updated: 03/11/16

Appendix 1

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Brian Frater

Priority 2: Improve attainment & achievement levels

Children & Young People		Donna Manson
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Priority 3: Provide high quality support, care and protection

Adult Services		Susan Manion
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Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
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Priority 5: Maintain and improve our high quality environment

Waste Management Plan		Jenni Craig
Energy Efficiency		David Robertson

Priority 6: Develop our workforce

Workforce Transformation		Rob Dickson / Clair Hepburn
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Priority 7: Develop our assets and resources

Property & Assets Programme		Martin Joyce
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Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Digital Transformation		Rob Dickson / Jenni Craig
Information Management		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Susan Manion

Key:





Critical issues to be reviewed by CMT

Some issues to be managed by Project Team

No issues to report


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.		<p>Progress Update: Status is Green because key Milestones have been achieved:</p> <ul style="list-style-type: none"> • Steam Train Experience delivered Aug/Sept 2016 • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian • Approval of Tweedbank Retail Hub proposal • Development of Borders Railway Corridor Master planning Programme • Follow-up EXPO travel trade enquiries • Completion of 1 year anniversary celebration media campaign 	<ul style="list-style-type: none"> • Agreement on feasibility study for line extension. • Launch of Midlothian & Borders Tourism Action Group 'Destination Development Project' • Final approval of Tapestry Visitor Centre Project • Announcement of Tweedbank Retail Hub
Brian Frater / Timothy Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		<p>Progress Update: Status is Amber because key milestones are to be achieved:</p> <ul style="list-style-type: none"> • Bus Subsidy review – Consultation is still being carried out in partnership with Bus Users Scotland • Joint contract management discussions with NHS Borders are still ongoing • Draft Car Club Feasibility Study has been produced and is being reviewed but is yet to be considered by Strategic Transport Board • Community Transport Hub – Hub has recently won Accessibility Project of the Year 2016 at the Scottish Transport Awards. Development Officer has been recruited, work commenced with community Hospitals on facilitation of discharge • Cheviot Transport event held and improvement action plan from the event has been developed 	<ul style="list-style-type: none"> • Bus Subsidy Review – Complete consultation and finalised bus service proposals. • Community Transport Hub – Development Worker in place and improvement /development plan for the Hub being implemented. Expressions of interest will have been received and a preferred bidder in place for the 16 week pilot to improve NHS BGH discharge • Car Club Feasibility - Develop and agree next Steps from study • Commence implementation of Cheviot Transport Action Plan • Commence work on joint CPP transport procurement framework 2 • Review the terms of reference, objectives and powers of the Strategic Transport Board


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson / Janice Robertson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.		<p>Progress Update: Status is Green because the following milestones have been achieved:</p> <ul style="list-style-type: none"> • Schools Business Support & Administration Review – The Job update process is complete and the forms are ready for use in job matching. Staff-led working groups have started work identifying best practice in Systems and Communication across schools. High level options for structures are being considered by the Project Sponsor • Redesign of Children & Families Social Work Service – A comprehensive update was provided to Trade Unions and shared with staff. Focus groups for staff to discuss proposals have been held and feedback from staff will be taken into account in the final design of a new structure • School Estate Review – Consultation on the ASN proposals is complete and Education Scotland will submit a report back to Scottish Borders Council following an examination of the results and interviews with Stakeholders. Meetings have been held with various stakeholders in relation to the Reviews of Roman Catholic schools, rural schools and Jedburgh schools 	<ul style="list-style-type: none"> • Schools Business Support & Administration Review – Agreement on new structures and models will be complete, including consultation with staff, head teachers and Trade Unions. New job descriptions will be prepared and graded and job matching panels arranged. Recognition that Business World will have an effect on This review is clear, therefore future activity will be closely aligned to that timescale • Redesign of Children & Families Social Work Service – Agreement on new Structures and models will be complete and implementation underway • School Estate Review – Statutory consultation on the proposed closure of Mothballed schools will be complete including Public meetings. Reviews of Roman Catholic schools, rural schools and Jedburgh schools will be well advanced and in various stages of Consultation. Work with Education Scotland will continue for each consultation • Early Years – work will be underway to identify options for the delivery of 1140 hours of childcare for children in nursery by 2020


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.		<p>Progress Update: Status is Green because: A significant amount of financial savings have been identified and delivered. Focus is now on delivering the balance to achieve the full year savings.</p> <ul style="list-style-type: none"> • Business cases are in place for all savings areas • Regular financial monitoring meetings are in Place • ICF funding bid approved for Matching Unit • Social Care Funding allocated to address living wage and demographic pressures 	<ul style="list-style-type: none"> • ICF Bid provisionally approved for reablement • Final allocation of Social Care Funding to be agreed • Identification and agreement of additional 2017/18 financial savings


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Priority 4: Build the capacity and resilience of our communities


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Monthly meetings have taken place with all Cheviot Elected Members covering opportunities and issues within the Cheviot Locality. The focus so far this reporting period has been in developing an approach to establishing a Locality Property Plan for Cheviot • Two evening seminars were held on 20 October 2016 in Jedburgh and 27 October 2016 in Kelso. The public and community groups were invited to get involved in planning how publicly owned land and buildings in the Cheviot area (Jedburgh and District, and Kelso and District) could be used more efficiently and effectively • Following the Transport Seminar held in early June 2016, a draft Transport Action Plan has been presented to the CPP Community Transport Board for consideration. The draft action plan includes ideas for improving linkages to Borders Railway, improving access to Borders College, car clubs, smart ticketing and multi-transport apps and display boards • A Lead Officer for Localities has been appointed and started with us on 10 October 2016. This dedicated resource will enable the localities approach to be taken forward in a more robust, speedier and consistent way • The Localities Programme has been on-going for over 12 months and was implemented prior to the full impact of the Community Empowerment Act was understood. The approach in Cheviot now requires to be evaluated, to ensure the current approach meets the needs of the Community Empowerment Act prior to being extended to the other 4 Locality Areas 	<p>Work will continue between now and December 2016 to progress the draft LOIP and Cheviot Locality Plan. This will include:</p> <ul style="list-style-type: none"> • More detail re what will feature in the Locality Plan and the overarching LOIP • Detailed discussions with CPP officers who are contributing to these Plans

Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016


5: Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / Ross Sharp-Dent	Waste Management Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Continue to work with Zero Waste Scotland on kerbside collection scenario modelling • Work continues on development of new Waste Transfer Station (WTS) and landfill closure • Planning exhibition held for new Waste Transfer Station • Project Board have approved route to market for Residual Waste, Dry Mixed Recyclate and Garden Waste • Household and trade collection route optimisation work continues in the Berwickshire area. This has included trialling new routes. • Commenced introduction of Community Recycling Centre Trade Waste Access Policy. • Consultants report on commercial kerbside collections review received with recommended changes to fees and charges 	<ul style="list-style-type: none"> • Zero Waste Scotland to provide initial modelling results • Commence work on Community Recycling Centre opening hours review • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site • Continue procurement process for residual waste, garden waste and Dry Mixed Recyclate • Develop revised fees & charges for commercial kerbside collection service. • Deliver route optimisation pilot in Berwickshire • Submit Waste Transfer Station planning application

Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Chris Richardson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.		Progress Update: Status is Green because: <ul style="list-style-type: none"> • School Lighting Phase 1, the majority have been completed • Salix spend requirements for Year 1, the 300K has been spent before Christmas deadline • Additional workstreams have been identified • Engagement with PPP schools, ANOC being raised 	<ul style="list-style-type: none"> • Remaining Salix spend to be identified and committed • Solar Panel Tender completed • Year 2 planning started • Additional resources to be secured through recruitment

Priority 6: Develop our workforce

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Clair Hepburn / James Lamb	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver an employee benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.		Progress Update: Status is Amber as the activity to achieve the full future year's savings are to be approved. <ul style="list-style-type: none"> • People Planning - the majority of services are now engaged in the process and the next stage - bringing together the People Planning process with the 2017/18 Financial Planning process is about to commence • Staff Benefits Scheme - The Scheme is now well established and additional benefits are being added • Business Travel - A new Business Travel Policy has been drafted following consultation with Trade Unions (TU) and is ready for implementation. One of the key aims of the policy is to help reduce the cost of Business Mileage and position the policy for the introduction of the Enterprise Resource Planning system/process and the proposed expansion of the pool fleet • Pool Cars - Work is progressing in the development of options for the introduction of a centrally managed pool car fleet with the aim of reducing the cost business travel 	<ul style="list-style-type: none"> • The next phase of the People Planning process will commence as part of the 17/18 financial planning process. • Staff Benefits will continue to be added to • The new Business Travel Policy will be launched in November • Options for the implementation of the pool car fleet will be finalised in November


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Priority 7: Develop our assets and resources


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / James Lamb	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Plans are in place to achieve Property & Assets savings in the current year • Plans are being developed to deliver future year's financial savings and these will be presented to CMT in November • Locality Property Planning meeting events have been held in the Cheviot Locality in October. Further events are being arranged in other Localities over winter. These events will help engage with local communities on ways of improving the effectiveness and efficiency of land and property in each locality and inform our approach to property rationalisation 	<ul style="list-style-type: none"> • Work continues to achieve current year property savings and to identify property savings in future years • Further Locality Planning events in the 4 remaining Localities

Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016



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

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson /Jenni Craig / Stephen Roy	Digital Transformation	Use best of breed technology to make the services we offer to internal and external customers simpler and more productive. Make digital transactions so compelling that vast majority of internal and external customers will interact "digitally by default" leading to savings for SBC. Improve digital connectivity for citizens and businesses in the Borders and help them to make best use of digital technology.		<p>Progress Update: Status is Amber because the Digital Transformation Board is being formed and programme is being shaped.</p> <ul style="list-style-type: none"> • Launch of Council Tax Billing on-line will be delayed. Working to ensure it is delivered as early as possible and maximum advantage can be taken for uptake during annual billing. • Setup and Testing of Business World (ERP) progressing well • Initial Borders Digital Forum took place to co-ordinate activity around improving connectivity in the Borders • Initial work to shape Digital Participation and Digital Connectivity areas of the programme • Work well underway to identify the vision and benefits expected from the programme • Service transfer to CGI – October 2016 	<ul style="list-style-type: none"> • Testing of Business World ERP • Business process changes in departments to adopt new Business World processes • Work to roll out Council Tax billing as soon as possible • Planning of the realisation of benefits from the implementation of Digital Transformation


Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

<p>Brian Frater / Teresa Maley</p>	<p>Information Management</p>	<p>Deliver information sharing requirements across partners.</p>	<p></p> <p>Progress Update: Most work is progressing on track, although the Stage 3 (Information Audit and dependent tasks) end date has been extended to Nov 2016 and there are some outstanding PSN tasks for Customer Services re DWP MOU to complete. These are being watched and are progressing. Stages 4 and 5 have been scoped (see attached Project Plan update) with end dates of June 2017 and March 2017 respectively. Stage 5 is prioritized over 4 because of the statutory duty to submit a Records Management Plan to the Keeper for approval in March 2017 Project Board have approved the above changes. Project Initiation Complete covering:</p> <ul style="list-style-type: none"> • Project Plan, Approach and governance approved • Revised and published Information Governance Policy • Revised and implemented Information Governance Structure • Revised Risk Management Strategy for Information Governance and begun implementation • Information management document and monitoring procedure <p>Stage 2 – Information Security - completed</p> <ul style="list-style-type: none"> • Incident Management Testing and Final Approval • Revised Information Security Policy and guidance • Data Sharing Procedures and Guidance. Data sharing pack for Programmes and Projects completed and communicated at their monthly meeting <p>Revised Training and Awareness Campaign package to promote best practice and compliance at all levels including:</p> <ul style="list-style-type: none"> • Revision of SBLearn Data Protection Training • Creation of Awareness Materials and posters • Information Management Open Day • Workshops on IAR for Information Audit awareness <p>Revised the Incident Management Procedure Began an Information Audit to compile an Information Asset Register (IAR)</p>	<p>Complete Stage 2 - Monitor completion of PSN tasks for (all Customer Services):</p> <ul style="list-style-type: none"> • Sign off of new DWP MOU (March 2016 issue) • All relevant staff completed mandatory training • Access Control Procedure completed and approved <p>Completion of Stage 3 - Information Assets: will include completion of</p> <ul style="list-style-type: none"> • Information Asset Survey • Information Asset Register • Information Asset Data Request Business Registers • Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure • Training and awareness to follow completion of IAR • Data sharing register to be updated at completion of IAR <p>Stage 4– Review of Information Access (FOI, EIR, etc) to progress under 6 Sigma project led by Ron Kirk and Graham Dobson</p> <p>Stage 5 – Review of all 14 elements in the Records Management Plan to be complete</p> <p>As Stage 5 - Review of Data Protection Procedures (Stage 4) to be completed as part of DP element of RMP</p>
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Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / Graeme McMurdo	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.		<p>Progress Update: Status is Green because milestones have been achieved:</p> <ul style="list-style-type: none"> • Roads internal restructure being progressed. • Integrated Trust went live as planned on 1 April 2016. • SB Cares is up and running and progressing to business plan. 	<ul style="list-style-type: none"> • Council agreement of Roads structure. • Scope out other areas of the Alternative Models programme. • Establish detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		<p>Progress Update: Status is Green because project is now complete. The following points are reported:</p> <p>Articles published: SBScene (Autumn 2016), SBC Intranet, NHS staff update August 2016 and Link - Scottish Borders Third Sector News August 2016</p> <p>Forthcoming articles: SBConnect Autumn/Winter 2016</p>	Information produced for Scottish Co-production Network website (for Co-production Week Scotland 14-20 November 2016). It is proposed that it will be used as a blog during Co-pro week and the guidance we have developed will be highlighted throughout the build up. SBC will also be included as a support of Co-pro week.

Corporate Transformation Programme Tracker For Executive Committee as of 31 October 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		<p>Progress Update: Status is Green because:</p> <ul style="list-style-type: none"> • Strategic Plan approved and published on schedule • Commissioning & Implementation (C&I) Plan (first draft for engagement) approved by IJB. • Scheme of integration ratified by Scottish Government and published with Strategic Plan • Performance Monitoring Framework draft presented to IJB with further update including recent performance data, taken to IJB in August • New governance now in place, as per IJB decisions in June, to facilitate more streamlined approach to decisions re priority and funding of H&SC change projects • Locality working groups are now established and good progress is being made in engaging various parties to contribute to the production of locality plans, as per project schedule. First draft of Corporate Services Plan developed 	<ul style="list-style-type: none"> • Corporate Services plan to be finalised • Localities Working Groups and Locality Co-ordinators to produce first draft of locality plans • The next stage of development of the C&I plan will continue, led by the H&SC management team. The OD programme for the H&SC partnership will be further developed and implemented

ENCOURAGING SUSTAINABLE ECONOMIC GROWTH

CORPORATE TRANSFORMATION PROGRAMME



Borders Railway Blueprint

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



Benefits

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

Key Milestones

Apr-Jun '16

- Steam Train second year pilot announcement in June 2016
- Submission of Tourism Destination Fund bid to Scottish Enterprise for Scottish Borders and Midlothian in June 2016

Jul-Sep '16

- Approval of ScotRail Tweedbank Retail Hub proposal – July 2016
- Development of Borders Railway Corridor Master planning Programme in July 2016

Oct-Dec '16

- Follow-up EXPO travel trade enquiries
- Final approval of Tapestry Visitor Centre Project
- Completion of 1 year anniversary review

Jan-Mar '17

- Agreement on feasibility study for line extension
- Launch of Midlothian & Borders Tourism Action Group 'Destination Development Project'

Apr-Jun '17

- Completion of Borders Railway Masterplans
- Final approval of Central Borders Business Park Phase 1

Page 173

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

Our performance



PASSENGER NUMBERS

694,373

up to February 2016

568,023

6 month target

+22%



VISITOR ATTRACTION BAROMETER (MOFFAT CENTRE)

overall new statistics from Jan – July 2015 vs. Jan – July 2016

+4%

Midlothian attractions

+6.9%

Scottish Borders attractions

VISITS TO ABBOTSFORD

(excluding groups) are up **12% in the year to 4 September 2016**. They are attributing this to the Borders Railway and the increased publicity behind it by VisitScotland, ScotRail, Scottish Borders Council, as well as by Abbotsford.

Programme highlights

A **Tourism Business Development Programme** has been delivered via Business Gateway and Scottish Enterprise, providing direct assistance to 48 local businesses and supporting 3 events and 5 collaboration projects over the last year.

An **Inward Investment Manager** has been recruited by Scottish Borders Council and Midlothian Council to promote new development and investment opportunities.

A **Visitor Marketing Programme** is in its second year of delivery targeting UK and international markets.

One year anniversary celebration campaign **#BordersTurnsOne** promoted the business and community benefits of the railway.



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ENCOURAGING SUSTAINABLE ECONOMIC GROWTH

CORPORATE TRANSFORMATION PROGRAMME

Transport Programme

Implementation of a better, simpler, more accessible and cost effective model of transport service provision, through multi-agency approach.

Benefits/Financial Plan savings

- Savings and efficiencies
- Strengthened partnership working
- Reduced carbon footprint
- A sustainable approach that meets the needs of service users



Key Milestones

Apr-Jun '16	Jul-Sep '16	Oct-Dec '16	Jan-Mar '17	Apr-Jun '17
<ul style="list-style-type: none"> • Bus Subsidy Review – Consultation has been carried out in partnership with Bus Users Scotland. • Community Transport Hub wins Accessibility Project of the Year 2016 at the Scottish Transport Awards. • Cheviot Transport Event held and improvement action plan developed. • Draft Car Club Feasibility Study produced. 	<ul style="list-style-type: none"> • Bus Subsidy Review – Consultation completed and finalised bus service proposals. • Community Transport Hub – Development Worker recruited and improvement plan developed. • Car Club Feasibility - next steps from study agreed. • Implementation of Cheviot Transport Action Plan. 	<ul style="list-style-type: none"> • Commence work on Joint CPP Transport Procurement Framework 2. • Review the terms of reference of the Strategic Transport Board. • Community Transport Hub - Commence pilot for discharge at BGH. • Commence implementing Car Club. • Engage with major Bus Operators on Subsidised Service Provision. 	<ul style="list-style-type: none"> • Review Border Weaver Bus Service. • Stakeholder engagement and training on Framework 2. • Re-engage with Bus Users Scotland to look at annual survey for bus users. 	<ul style="list-style-type: none"> • Reviewing of the Subsidised Bus Services. • Re-engage with Bus Operators on the Subsidised Bus Services.

Page 175

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

Our performance



BUS USERS 2016

916,000
passenger journeys
undertaken in 2015-16

BORDER WEAVER BUS SERVICE/ RAILWAY RELATED TRANSPORT PROJECT

1572
visitors carried at weekends in
the Summer of 2016

HOME TO SCHOOL TRANSPORT

1.7m
individual home to school
transport journeys undertaken
in 2015-16 no justified complaints

FRAMEWORK 1

100%
of SBC procured home to school
special needs, social work and
college transport was undertaken
by framework operators

Programme highlights

Scottish Borders Community Planning Partnership (CPP) has already implemented a sustainable passenger transport framework covering all passenger transport services. Local taxi firms, bus and coach companies and the third sector have been encouraged to tender for work through the framework. The framework has proved very successful in regulating both quality and costs of procured transport. Partners have indicated that they are happy to progress to Framework 2.

The Transport Programme:

- The Transport Programme has delivered a number of work streams to date including establishing and consolidating a Strategic Transport Board, Implementing a Joint Transport Procurement Framework and the

implementation of a Community Transport Hub.

- The "Hub" co-ordinates all community transport services in the Borders and provides a single point of contact for service users requiring access to health and other services. It recently won Accessibility Project of the Year 2016 at the Scottish Transport Awards.

Border Weaver Bus Service: In the Summer of 2016 (April – September) the Border Weaver bus carried 1572 visitors or an average of 65 per weekend to various places of interest in the central Borders: Abbotsford, Melrose and the railway stations at Tweedbank and Galashiels. This is a new service introduced in September 2015.



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EXECUTIVE COMMITTEE**15 NOVEMBER 2016****SCRUTINY MINUTE EXTRACT – 27 OCTOBER 2016****4. REVIEW OF BRIDGES**

- 4.1 With reference to paragraph 5 of the Minute of 22 September 2016, there had been circulated copies of a report by the Service Director – Assets & Infrastructure providing information to Members on the Council's bridge assets, including a list of all bridges in the Scottish Borders, current processes for inspection and maintenance, planned investment, key issues around bridge condition and plans for improvement. Mr Martin Joyce, Service Director Assets and Infrastructure; Mr David Girdler, Chief Officer Roads; Mr Colin Ovens, Infrastructure Manager; and Mr David Richardson, Asset Manager, were in attendance at the meeting. Scottish Borders Council (SBC), under the requirements of the Roads (Scotland) Act 1984, was responsible for maintaining over 1,100 bridges and 155 culverts across the region, many of which were ageing and in need of repair, but were of critical importance to the Scottish Borders, both economically and socially. The current SBC Roads Asset Management Plan (RAMP), approved in 2014, helped the Council deliver the road services and detailed what was required to manage the road network assets, including bridges. However, ensuring that all bridges were inspected regularly to assess condition and then undertaking necessary works was increasingly difficult in the current financial climate. The report presented the current planned investment in bridges and the process around identifying planned maintenance work with future planned actions around performance reporting.
- 4.2 Mr Ovens advised that there was a wide variety of bridge structures, including 562 of masonry arch construction. Responsibility for many of the bridges was shared, for example, 57 of the bridges with Network Rail and several with Northumberland County Council (NCC). He explained that bridges had a limited life and their repair and renewal became necessary due to wear and tear, damage and inclement weather. Additionally, older bridges were not designed to deal with the current volume and weights of traffic which led to more expensive repair requirements.
- 4.3 The RAMP was one of the key strategic plans to be delivered by the Asset and Infrastructure team. As with other services, resource constraints meant that decisions about prioritisation needed to be taken to ensure that public safety was protected and there was appropriate network investment to enhance the Scottish Borders, both socially and economically. The Code of Practice for Management of Highway Structures (CoPMHS) recommended that Councils' adopted the standards contained in the Code. For bridges, this meant that biennially, a visual examination of all parts of the structure should be carried out for all bridges and culverts of 1m diameter and greater. Every six years, a principal inspection – a close examination, using access equipment - should be undertaken on those larger structures identified as requiring a greater level of assessment. Historical inspection information from 2009/2011 was mainly used to make current prioritisation decisions. However, works could be prioritised due to concerns raised about a bridge's condition.
- 4.4 Mr Ovens further advised that the use of data and the RAMP process ensured that SBC met its statutory duty. However, inspections recommended under the CoPMHS had not been undertaken since 2009/11. It was considered that the risks faces by both SBC and road users would be better managed by more regular and planned inspections in line with CoPMHS recommendations. However, it was recognised that additional resources would be required to deliver this enhanced inspection regime. The approximate 'core' annual budget allocation to bridges was £818k. In 2014/15 the Council had invested £1.3 m, which was higher than the annual allocation. This was

as a result of replacement of Carlowse Bridge. Again in 2015/16 an investment of £1.9 m was required due to the replacement of Selkirk Footbridge at £700k and bridge repairs linked to the major flood events of January and February 2016. Mr Ovens continued that recent issues had highlighted concerns over the condition of two bridges – Clackmae, on the back road between Earlston and Lauder, and Melrose Bridge (Lowood Bridge) on the link road between Melrose and Galashiels. Clackmae Bridge was in very poor condition; engineers were assessing the extent of repairs required but these might be in the region of £500k. Melrose Bridge repair cost could be circa £800k. These two examples demonstrated that the annual core budget may be insufficient to perform the required level of inspections and work required, but the Council also had other priorities to consider.

- 4.5 Presently, the list of planned works within the Infrastructure Team was primarily compiled from 2009/11 condition information and records of previous load carrying assessments to determine which bridges were safe to carry heavy loads. The SBC Roads Review currently underway included work to address the gaps around the robustness of performance information on inspections undertaken and condition of bridges. Mr Ovens concluded his report by advising that officers hoped to complete, on an annual basis, the performance reporting table as promoted by the Society of Chief Officers on Transport in Scotland (SCOTS) and look to integrate this measure into the existing performance reporting to the Executive Committee. Principal inspections would populate the major investment plan for the bridge assets. However, distribution of funds would continue to be targeted towards those bridges which the Infrastructure Team considered to be in need or urgent repair. Until such time as officers had a fully developed inventory of asset conditions, this would continue to be determined using existing condition data, adhoc inspections, engineering knowledge and experience.
- 4.6 Following discussion, a number of questions were raised and answered by officers. In terms of repair materials, Mr Richardson confirmed that if possible, this was carried out on a like for like basis. In respect of the Tweed Bridge, Mr Ovens advised that the repair works were being funded by Transport Scotland and the pedestrian bridge would transfer into the ownership of the Council once the works were completed. The cost of bringing all bridges up to an optimum standard was discussed. Mr Ovens advised that until they had carried out the inspection process it was difficult to quantify a cost. Officers advised that where possible, external funding or partner working was considered for every bridge repair. For example, the Union Chain Bridge repairs were being funded by Heritage Lottery Funding, and the Historic bodies in both Scotland and England, as part of a joint project with Northumberland County Council. Mr Joyce added that in each instance potential funding streams were investigated to minimise the impact on the Council's budget. Regarding windfarm developers contributing to the cost of repairs of bridges, the officers gave an example of the strengthening work to Martin's Bridge, which had been funded by a windfarm developer. Officers confirmed that no inspections were carried out on private bridges, only those on the public list. In terms of the Council's position compared to other authorities, some were ahead of the Council and others in the same position. In terms of prioritisation of repairs to bridges, this was assessed regularly using the results of inspections, the potential use of weight restriction, impact on communities, cost, ability to phase work, etc. Members also considered the potential costs of repairs and how this had to fit in with other competing Council priorities e.g. care for elderly, new schools, etc. Following further discussion it was unanimously agreed that the need to carry out inspections on the bridges asset was paramount in order to prioritise repairs using the CoPMHS recommendations. Once the inspection of bridges had been carried out, the results could then be incorporated into the regular performance monitoring reports to Executive Committee. The Committee also asked that officers continued to assess, on a case by case basis, any opportunities for funding to assist with future repairs to bridges.

DECISION

(a) AGREED to NOTE:

- (i) The size of the bridges asset and the challenges this presented;**
- (ii) The current process for carrying out inspections, for assessing the current condition of the bridges asset and the process used in identifying planned maintenance works; and**

- (iii) The improvements being considered to improve data on the overall condition of the bridges asset and subsequent prioritization.**

(b) AGREED to RECOMMEND to the EXECUTIVE COMMITTEE that:

- (i) the current Roads Review should take account of the need to inspect bridges within the Code of Practice for Management of Highway Structures recommendations and that, if possible, some additional resources be identified to allow this work to be carried out in line with the priorities within the Roads Asset Management Plan;**
- (ii) once the inspection of bridges has been carried out, that the condition of all bridges be categorised and incorporated into the regular performance monitoring reports to the Executive Committee; and**
- (iii) when considering future repairs to historic and iconic Borders bridges, officers continue to assess on a case by case basis any opportunities for external funding.**

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