

# Public Document Pack

## SCOTTISH BORDERS COUNCIL

MINUTES of Meeting of the SCOTTISH COUNCIL held in Council Chamber, Council Headquarters, Newtown St. Boswells on Thursday, 11 February, 2016 at 10.00 am

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Present:- Councillors G. H. T. Garvie (Convener), J. Brown (Vice Convener), S. Aitchison, W. Archibald, M. Ballantyne, S. Bell, C. Bhatia, J. Campbell, K. Cockburn, A. Cranston, G. Edgar, I. Gillespie, J. Greenwell, B Herd, G. Logan, S. Marshall, W. McAteer, J. G. Mitchell, D. Moffat, S. Mountford, A. J. Nicol, D. Parker, D. Paterson, F. Renton, S. Scott, R. Smith, R. Stewart, J. Torrance, G. Turnbull, T. Weatherston, B White

Apologies:- Councillors M. J. Cook, V. M. Davidson, J. A. Fullarton

In Attendance:- Chief Executive, Depute Chief Executive Place, Depute Chief Executive People, Corporate Transformation & Services Director, Service Director Neighbourhood Services, Service Director Commercial Services, Service Director Regulatory Services, Service Director Children & Young People, Chief Financial Officer, Clerk to the Council

### 1. **DECLARATIONS OF INTEREST.**

Councillor Edgar declared an interest in the following item of business in terms of Section 5 of the Councillors Code of Conduct and left the Chamber during the discussion.

### 2. **COUNCIL TAX - LONG TERM EMPTY DWELLINGS**

There had been circulated copies of a report by the Service Director Neighbourhood Services on the new powers to increase Council Tax up to a maximum of 200% on long term empty dwellings and the positive financial impact from implementing the change which was being captured as part of the 2016/17 Financial Planning process. The report outlined the background of the new discretionary powers and the current position within Scottish Borders Council regarding discounts and exemptions applied to long term empty dwellings. It was explained that when the new powers were granted in April 2013 Scottish Borders Council was not in a position to implement the increase as the data held was insufficient to apply the regulations. Since then a data gathering and cleansing exercise had begun and was on-going to enable implementation on 1 April 2016. It was noted that the enhanced powers only related to long term empty properties and owners with second homes would not be affected by this change. The powers defined what constituted a long term empty property as one which had not been lived in for a period of at least 25 days in any rolling 12 month period. Owners would still be able to claim existing mandatory discounts and exemptions under the Council Tax (Exempt Dwelling) (Scotland) Order 1997. However, where the property was no longer eligible for the exemption, but remained unoccupied it would become eligible for the Council Tax increase after the property had been empty for one year from the date it became unoccupied. Homes that were being marketed for sale or let, or were undergoing renovation to bring them to a habitable standard, would be exempt from the Council Tax increase until they had been unoccupied for two years or more. Those homes would remain liable for Council Tax and would attract a discount of between 50% and 10%. New build properties were also exempt from the increase if they were genuinely being marketed for sale or let at a realistic price. Members generally approved the proposals. Councillor Ballantyne suggested that there be a review carried out in 3 years' time to ascertain how the scheme was working with particular regard to the use of discretionary exemptions, and this was unanimously approved.

### **DECISION**

**AGREED that:-**

- (a) a levy of 200% to be applied on council tax charges for domestic properties that met the long term empty property criteria;**
- (b) a civil penalty of £500 was imposed for non-compliance with the requirement to disclose relevant information on property status;**
- (c) discretion to modify different classes of dwellings exempt from the additional charge was delegated to the Service Director Neighbourhood Services to be used in exceptional circumstances on a case by case basis;**
- (d) the implementation date be from 1 April 2016; and**
- (e) a review be carried out in 3 years' time to ascertain how the scheme was working, with particular regard to the use of discretionary exemptions.**

**3. BUDGET COMMUNICATION STRATEGY 2016/2017**

There had been circulated copies of a report by the Chief Financial Officer on the steps taken to engage with stakeholders as part of the consultation exercise on the budget. The report highlighted the budget Communication Strategy used and provided feedback gathered from the Dialogue Community Engagement tool. As part of the agreed budget consultation exercise on the Revenue Financial Plan, the Dialogue Community Engagement tool was made available for a 13 week period to members of the public on the Council website. This interactive tool allowed residents and other stakeholders to provide ideas and suggestions on how the Council could do things differently to save money in a challenging economic climate. As at the end of January 2016 the Dialogue Community Engagement tool had generated 34 ideas and suggestions with 91 comments on these ideas. This feedback had been considered as part of the 2016-21 Financial Planning process. The Dialogue tool would remain open online and ongoing feedback would be considered during future Financial Planning cycles. Disappointment at the low level of engagement was expressed.

**DECISION**

**NOTED:-**

- (a) the budget Communication Strategy used;**
- (b) the feedback from the Dialogue Community Engagement tool and how the Council had used this feedback to inform the Financial Planning process; and**
- (c) that actual responses from residents with all comments were available on the Council's website and a copy had been made available in the Member's Library.**

**4. FINANCIAL STRATEGY 2016/17 - 2020/21**

There had been circulated copies of a report by the Chief Financial Officer seeking approval for the financial strategy for the Council covering the period 2016/17 – 2020/21. The strategy provided the context for the overall financial management of the Council and covered the revenue budget, capital investment plans, the Council's treasury management arrangements and reserves policy. The report explained that the Council, in common with other public sector organisations, continued to face significant and on-going financial challenges as it aimed to provide the best possible services within the resources available. To deliver this plan the Council adopted a 5 year timeframe for revenue financial planning and had embarked upon an ambitious programme of transformation which aimed to modernise services and restructure the organisation. The corporate transformation programme required the Council to make best use of its people and its

resources, focus efforts to look after the Borders and improve both efficiency and effectiveness. The plan had been amended and updated each year and despite the resource challenges facing the Council and wider public services had so far delivered underspends in in 2013/14 and 2014/15. In the current year (2015/16) the latest monitoring projection indicated, despite pressures in a number of areas that a balanced out turn position would be achieved. Since inception in 2013/14 the corporate transformation programme had supported the Council in delivering savings of £15.6m (this included the 2015/16 savings which were on track to be delivered). Firm figures had been published via the Local Government Finance Settlement for 2016/17 only and consequently it was recognised that beyond the next financial year the financial strategy could only be based on estimated resources. The updated 5 year plan was therefore based on the best information currently available and it would continue to be adapted over time to respond to changing circumstances. The strategy used an approach based on a quantified financial risk register to set ensure the Council retained sufficient reserves and the level of unallocated balances underpinning the 5 year plan. It was also highlighted that on 1<sup>st</sup> April 2016 the Integration Joint Board set up with NHS Borders would go live and this would have a major impact on financial planning and service delivery within the Borders going forward. The prudent approach which had been taken was highlighted and a copy of the Risk Register was appended to the report.

## **DECISION**

**AGREED to approve the financial strategy for 2016/17 – 2020/21 as set out below:-**

- (a) continue to freeze council tax in 2016/17;**
- (b) set a prudent, sustainable budget in line with available resources;**
- (c) continue to invest in infrastructure through a sustainable capital programme financed by up to £20.485m loans charges per annum;**
- (d) maximise income while keeping fees charged to service users at an affordable level;**
- (e) continue to invest in corporate transformation and efficiency projects to deliver long term financial savings and service benefits;**
- (f) focus on preventative revenue and capital spend; and,**
- (g) maintain unallocated reserves of £5.64m for 2016/17 in line with the assessed risk register in contained in Appendix 1 to the report.**

## **5. CORPORATE TRANSFORMATION PROGRAMME**

With reference to paragraph 11 of the Minute of 12 February 2015, there had been circulated copies of a report by the Corporate Transformation and Services Director providing an update on progress in developing and delivering the Council's Corporate Transformation Programme. Significant progress had been made against the 8 priorities as set out in the Corporate Plan and, through the exceptional efforts of staff, savings of £15.6m had been realised across the first 3 years of the 5-year financial plan 2013/14-2015/16, including current year savings which were on track to be delivered. At the same time, significant operational efficiencies had been delivered while improving standards of service delivery in many areas. A combination of funding restrictions and increasing demand for services meant that if these continued to be delivered in the same way as currently provided, a funding gap would develop. As a result, £29.0m of savings needed to be made by 2020/21. Moving forward, the Council needed to become a leaner and more flexible organisation that continually sought to improve and innovate to provide better more efficient services. Technology would play a vital role in enabling this and would provide the Council with opportunities to rethink and redesign its business processes and make services available on an anytime, anywhere basis. Although the Corporate Transformation Programme was only in its first year, it had already delivered some significant achievements, most notably, around the implementation of the Borders Railway which was already bringing benefits for the economy of the area. Future work would ensure that these benefits were spread as widely as possible across the region. Other significant achievements included the launch of SB Cares as a wholly-owned, arm's-length organisation for the provision of adult social care services. This model,

which could be replicated elsewhere, provided an innovative way of providing services with the commercial and operational flexibility to allow the Council to pursue income streams that offset the costs of providing critical services. Key programmes such as Customer First and ICT would bring about a comprehensive review of business processes, improving services and productivity as well as delivering savings. Further online services, including building standards, benefits and fault reporting, would be made available to customers over the web in the year ahead. Rationalisation of property would continue and further opportunities to accelerate this would be identified and pursued. Steps to improve energy efficiency were already being planned and would be implemented to ensure that property running costs were reduced. In addition to this, projects such as reducing the number of business miles travelled by at least 20% and reducing the volume and cost of printing across the organisation would contribute to the delivery of savings. Members noted that this programme had placed the Council in a more favourable position than some other Councils in terms of the level of budget cuts required and would continue to help in future years.

**DECISION  
AGREED:-**

- (a) to note the progress of the Programme to date; and**
- (b) the role of the Corporate Transformation Programme in delivering significant savings whilst continuing to provide high quality services.**

**6. FINANCIAL PLAN RESOURCES AND COUNCIL TAX 2016/2017**

There had been circulated copies of a report by the Chief Financial Officer on the estimated revenue and capital resources available from financial year 2016/17 following publication of the Local Government Finance Settlement on 16 December 2015. The report outlined the process supporting the construction of the draft revenue and capital Financial Plans from 2016/17 and identified the financial constraints and major risks which needed to be addressed. The Local Government Finance Settlement had confirmed resources from the Scottish Government through Revenue Support Grant and Non Domestic Rates of £201.711m. Additional funding over and above the Settlement had been confirmed to fund, Free School Meals, Teachers Induction Scheme, 1 + 2 languages and Discretionary Housing Payments (DHP). The only element of this additional funding which had been allocated to date and therefore reflected in the Financial Plan papers was £1.2m for Free School Meals. All other budgets would be created during 2016/17 when funding was confirmed. A further adjustment had been made to reflect predicted resources associated with Health and Social Care partnerships assumed at £5.3m. If this full level of funding was not forthcoming it would be reduced accordingly in line with the final distribution from Government. Assuming that Council Tax was frozen again at 2007/08 levels, the total revenue resources available to the Council for 2016/17 totalled £263.203m, as detailed in the report. The Corporate Management Team had worked together to support Members to set a corporate revenue and capital budget to meet identified pressures facing the Council. These pressures had arisen due to the continuing constraints on external revenue and capital funding from central government, the continuing freeze on Council Tax and the increasing pressures from demographics, inflation and employment costs. The revenue and capital budgets had been designed to ensure the effective deployment of funds available in line with the Council's corporate objectives and approved service plans.

**DECISION  
AGREED:-**

- (a) to note the estimated revenue resources for 2016/17 to 2020/21;**
- (b) to note the estimated Capital Resources for 2016/17 to 2025/26 and the requirement to adhere to the prudential code for capital borrowing;**

- (c) a Band D council tax of £1,084 for financial year 2016/17, freezing the council tax at 2007/08 levels for the ninth successive year;
- (d) to approve the following council taxes to be paid for 2016/17 in respect of chargeable dwellings:-

Band	Proportion of Band D Tax	£
A	6/9	722.67
B	7/9	843.11
C	8/9	963.56
<b>D</b>	<b>9/9</b>	<b>1,084.00</b>
E	11/9	1,324.89
F	13/9	1,565.78
G	15/9	1,806.67
H	18/9	2,168.00

- (e) to proceed to consider the Administration's Financial Plan for 2016/17 and associated fees and charges schedule for 2016/17.

#### 7. **TREASURY MANAGEMENT STRATEGY 2016/17**

There had been circulated copies of a report by the Chief Financial Officer seeking approval for the Treasury Management Strategy 2016/17. The report explained that the Treasury Management Strategy was the framework which ensured that the Council operated within prudent, affordable limits in compliance with the CIPFA Code. The Strategy for 2016/17 was appended to the report and reflected the impact of the Administration's Financial Plans for 2016/17 onwards on the prudential and treasury indicators for the Council. The significant changes from the 2015/16 Strategy were (a) the increase in Capital Financed from Revenue (CFR) for 2016/17 due to increased capital expenditure in 2016/17 resulting new projects and from acceleration of a number of projects such as Broomlands, Langlee and sports pitches, additionally borrowing requirements associated with the re-phasing of projects from 2015-16 into 2016-17 and future years have impacted on the total CFR; and (b) the increase in the Authorised Limit in 2017/18 associated with the completion of Kelso High School and the resulting Long Term liability and the increase in external borrowing resulting from the capital plan. It was noted that the draft Strategy had been reviewed by the Audit and Risk Committee and its recommendations were included in the report.

#### **DECISION AGREED:-**

- (a) to approve the Treasury Management Strategy 2016/17 as set out in Appendix 1 to the report;
- (b) that the Council reviews its capital expenditure plans going forward to ensure they remained realistic, affordable and sustainable; and
- (c) to ensure that the revenue consequences of all capital projects were fully reviewed in all investment decisions.

#### 8. **FINANCIAL PLAN EQUALITY IMPACT ASSESSMENT**

There had been circulated copies of a report by the Chief Financial Officer providing assurance that any potential equality impacts of the proposals brought forward within the Council's Financial Plan from 2016/17 had been identified and would be managed accordingly. Initial Equality Impact Assessments had been undertaken in respect of the 36 key component revenue Financial Plan savings proposals and 36 Capital Plan proposals. Of these total proposals 64 had been held to have some relevance to the

Council's duties under the Equality Act 2010. They potentially might impact in a positive or negative way on 1 or more equality groups and any potential negative impact would require ongoing management through their implementation stage, in terms of mitigating and alleviating these impacts. Any positive impacts identified at this stage should be maximised during the planning and implementation stage of the proposals. The outcomes of the assessments were contained in the appendix to the report. In response to a query it was confirmed that these would be published on the Council website.

**DECISION  
AGREED:-**

- (a) to note the summary outcomes of the 72 Initial Equality Impact assessments undertaken in respect of the 2016/17 Financial Plan proposals ;**
- (b) to undertake further and ongoing Equality Impact work in respect of the 64 proposals where it had been identified that they had a relevance to the Council's duty under the Equality Act 2010, with specific reference to the equality groups on whom there may be possible negative impact;**
- (c) that where there was an identified relevance to the Council's statutory duty and there was a possible positive impact on one or more equality characteristic group, actions to maximise this impact were identified and implemented as part of the project planning and delivery of each proposal or project; and**
- (d) that where there was an identified relevance to the Council's statutory duty and where there was a possible negative impact on one or more equality characteristic group, actions to mitigate and alleviate this impact were identified and implemented as part of the project planning and delivery of each proposal or project.**

**9. ADMINISTRATION'S DRAFT FINANCIAL PLAN FOR REVENUE AND CAPITAL**

There had been circulated copies of the Administration's Draft Financial Plan which included the Draft revenue Financial Plan 2016/17 to 2020/21 and the Draft Capital Financial Plan 2016/17 to 2025/26. A copy of the list of Fees and Charges 2016/17 was also attached. Councillor Parker presented the budget. This had been a challenging year following the Government's comprehensive spending review and final figures had been received much later than usual. The new budget process had now been in place for 5 years and this had served the Council well in the current climate. It was acknowledged that staff were the Council's greatest asset and every effort had been made to minimise job losses. Councillor Parker paid tribute to the Corporate Management Team and the Finance staff for their efforts in pulling this budget together. Significant sums of money would continue to be spent by the Council and the closure of any facilities had been avoided. Councillor Parker highlighted many of the schemes and projects included in the budget. He also commented on the recent winter storms and flooding and paid tribute to the work of the Hawick Volunteer Flood Group. In light of the impact of these weather events he proposed two amendments to the draft budget as follows:-

- (a) to invest an additional £0,5m of revenue expenditure, £2.5m over the next 5 years, directly in works to improve the condition of the Borders road network. This would equate to a 14% increase over and above the inflation provided in the budget for roads materials; and**
- (b) that in recognition of the damage to Borders homes, towns and businesses caused by recent winter storms and as the Council placed the safety of its resident above all else it was proposed to honour the commitment to the people of Hawick by advancing £0.4m of capital funding to 2017/18 to deliver the Hawick Flood Prevention Scheme 6 months earlier than originally planned.**

Both of these amendments were unanimously approved. Councillor Ballantyne spoke on behalf of the Opposition and advised that they were in agreement with all the budget proposals except the proposed capital funding of £5.8m in respect of the Great Tapestry of Scotland Building. She did not consider that the business case was sufficiently robust and that it needed to be re-examined. Members discussed the budget in detail.

Vote

*Councillor Parker, seconded by Councillor Mitchell, moved approval of the draft Financial Plan for Revenue and Capital as amended.*

*Councillor Ballantyne, seconded by Councillor Marshall, moved as an amendment that the allocation of £5.8m for the Great Tapestry of Scotland Building be removed from the Capital Plan.*

*Prior to the taking of the vote Councillor Logan, seconded by Councillor Turnbull, moved that Standing Order 41 be suspended to allow the vote to be taken by roll call.*

*On a show of hands Members voted as follows:-*

*For suspension - 13 votes*  
*Against suspension - 17 votes*

*As the required majority had not been achieved the motion fell and voting then proceeded by a show of hands as follows:-*

*Motion - 21 votes*  
*Amendment - 10 votes*

*The Motion was accordingly approved.*

**DECISION**

**DECIDED to approve the Revenue Financial Plan 2016/17 to 2020/21 and the Capital Financial Plan 2016/17 to 2025/26, as contained in the appendix to this Minute.**

*The meeting concluded at 12.40 pm*

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# Scottish Borders Council Administration's Draft Financial Plan

11th February 2016



# Scottish Borders Council

## Financial Plans from 2016/17

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All figures contained within this draft Financial Plan are rounded to the nearest one thousand pounds.

**Draft Revenue Financial Plan  
2016/17 - 2020/21**

**Scottish Borders Council**  
**Draft Revenue Financial Plan 2016/17 - 2020/21**  
**Revenue Resources**

	2016/17 £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	Total £'000
<b>Aggregate External Finance (1)</b>						
General Revenue Support (2)	168,117	168,117	168,117	168,117	168,117	840,585
Assumed further 2% reduction from 2017/18	0	(4,034)	(4,034)	(4,034)	(4,034)	(16,137)
Separate funding for Free School Meals	1,200	1,200	1,200	1,200	1,200	6,000
Health & Social Care Partnership Outcomes (assumed)	5,300	5,300	5,300	5,300	5,300	26,500
Non-domestic Rates	33,594	33,594	33,594	33,594	33,594	167,970
	<b>208,211</b>	<b>204,177</b>	<b>204,177</b>	<b>204,177</b>	<b>204,177</b>	<b>1,024,918</b>
Reserves	962	153	0	0	0	1,115
Draw down and repay Reserves	0	1,353	(677)	(677)	0	(1)
Earmarking adjustments (as per 2015/16 Financial Plan)	874	9	0	0	0	883
Earmarked balances required to support the Plan	914	0	(1,651)	(2,069)	0	(2,806)
Council Tax (Band D £1,084 - no increase)	52,242	52,642	54,705	56,861	57,932	274,382
Assumed Council Tax Increase (3% from 2017/18, 1% from 2019/20)	0	1,579	1,641	556	564	4,340
<b>Total</b>	<b>263,203</b>	<b>259,912</b>	<b>258,195</b>	<b>258,848</b>	<b>262,673</b>	<b>1,302,831</b>

Notes:  
1. Funding from Scottish Government excludes ring-fenced grants (the budgets which follow are net of such grants).

Scottish Borders Council  
 Draft Revenue Financial Plan 2016/17 - 2020/21  
 Summary of Budget Movement

	2016/17 £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	Total £'000
<b>Base Budget (approved 12 February 2015)</b>	<b>254,571</b>	<b>263,203</b>	<b>259,912</b>	<b>258,195</b>	<b>258,848</b>	<b>1,294,729</b>
Manpower adjustments	5,180	1,596	2,643	2,675	2,276	14,370
Non-pay Inflation including Service Specific adjustments	1,149	926	1,320	1,036	1,534	5,965
Department Specific Pressures	13,458	1,461	66	957	867	16,809
<b>Total Pressures</b>	<b>19,787</b>	<b>3,983</b>	<b>4,030</b>	<b>4,668</b>	<b>4,677</b>	<b>37,144</b>
<b>Transformation Themes</b>						
Making best use of our People	(5,432)	(2,280)	(1,198)	(650)	(500)	(10,060)
Working with our Partners	(1,660)	(1,481)	(1,652)	(1,366)	0	(6,159)
Looking after The Borders	(753)	(1,309)	(1,393)	(903)	(103)	(4,461)
Business Process Transformation	(2,361)	(1,914)	(1,249)	(875)	(150)	(6,549)
Maximising Resources	(949)	(289)	(255)	(221)	(99)	(1,813)
<b>Total Savings</b>	<b>(11,155)</b>	<b>(7,273)</b>	<b>(5,747)</b>	<b>(4,015)</b>	<b>(852)</b>	<b>(29,042)</b>
	<b>263,203</b>	<b>259,912</b>	<b>258,195</b>	<b>258,848</b>	<b>262,673</b>	<b>1,302,831</b>
<b>Funding</b>	<b>263,203</b>	<b>259,912</b>	<b>258,195</b>	<b>258,848</b>	<b>262,673</b>	<b>1,302,831</b>
<b>Budget Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Scottish Borders Council  
 Draft Revenue Financial Plan 2016/17 - 2020/21  
 Departmental Summary

	2016/17 £'000	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	Total £'000
Chief Executive's	23,009	22,410	22,410	22,401	22,668	112,898
People	119,356	118,965	119,907	121,696	123,874	603,798
Social Care & Health Integration Partnership	52,288	52,565	53,311	54,170	54,998	267,332
Place	39,802	39,647	40,240	40,902	41,925	202,516
Other	28,748	26,325	22,327	19,679	19,208	116,287
	<b>263,203</b>	<b>259,912</b>	<b>258,195</b>	<b>258,848</b>	<b>262,673</b>	<b>1,302,831</b>

**Scottish Borders Council**  
**Draft Revenue Financial Plan 2016/17 - 2020/21**  
**Department Specific Pressures Summary**

The Financial Planning process provides additional budget to cover inflation and cost pressures outwith the control of departments as follows.

<b>Manpower Adjustments</b>	<b>2016/17 £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>Total £'000</b>
	<b>5,181</b>	<b>1,596</b>	<b>2,643</b>	<b>2,675</b>	<b>2,276</b>	<b>14,371</b>
<b>Description of Proposal</b>	A key cost increase within the Council is manpower, these budget increases cover the nationally agreed pay awards in each financial year, entitlement to increments (annually for teachers and biennially for SJC staff) and the removal of the NI rebate in 2016/17. Pay awards are currently agreed at 1% for 2016/17 and assumed as 1% 2017/18 and 1.5% in each subsequent year.					
<b>Non-pay &amp; Service Specific Inflation</b>	<b>2016/17 £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>Total £'000</b>
	<b>1,149</b>	<b>926</b>	<b>1,320</b>	<b>1,036</b>	<b>1,534</b>	<b>5,965</b>
<b>Description of Proposal</b>	Non-pay inflation and Service Specific inflation covers corporate inflationary pressures in energy costs, Insurance, Licenses, inflation of specific contracts and specific costs and materials essential to the operation of Council Services.					
<b>Service Specific Pressures</b>	<b>2016/17 £'000</b>	<b>2017/18 (Provisional) £'000</b>	<b>2018/19 (Provisional) £'000</b>	<b>2019/20 (Provisional) £'000</b>	<b>2020/21 (Provisional) £'000</b>	<b>Total £'000</b>
	<b>13,458</b>	<b>1,460</b>	<b>66</b>	<b>956</b>	<b>867</b>	<b>16,807</b>
<b>Description of Proposal</b>	Service specific pressures reflect unavoidable pressures within Services such as demographic increases, revenue consequences of capital projects, Landfill Tax increases and other unavoidable cost increases.					

Scottish Borders Council  
Draft Revenue Financial Plan 2016/17 - 2020/21  
Department Specific Pressures

	2015/16 Base Budget	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000	Comments
<b>MANPOWER ADJUSTMENTS</b>								
<b>Manpower adjustments</b>	130,334	5,181	1,596	2,643	2,675	2,276	14,371	
Pay Inflation and On-costs		4,481	973	1,772	1,976	1,909	11,111	1% pay award years 1 and 2, 1.5% years 3-5 and the removal of the NI rebate in 2016/17.
Increments		700	623	871	699	367	3,260	Reflects biennial agreement for non-teaching Staff increments.
<b>CORPORATE PRESSURES</b>								
<b>Non-pay Inflation</b>		315	364	381	394	405	1,859	
Energy Costs	5,730	119	181	196	206	214	916	Agreed inflation applied
Property Related	6,399	63	101	102	103	105	474	Agreed inflation applied
Insurances	1,365	76	23	23	24	24	170	Agreed inflation applied plus premium increase
Licenses	2,990	57	59	60	61	62	299	Agreed inflation applied
<b>CHIEF EXECUTIVE'S PRESSURES</b>								
<b>Service Specific Inflation</b>		0	0	0	0	0	0	
Sports Trusts	2,342	0	0	0	0	0	0	Contract Inflation RPI less 2% (capped at zero)
<b>Service Specific Pressures</b>		161	53	0	0	0	214	
Telephony pressure	0	38	0	0	0	0	38	IT
Mobile revenue costs	0	20	0	0	0	0	20	Revenue consequences of capital
Emergency Planning new structure	159	20	0	0	0	0	20	Restructure
Health & Safety new structure	393	39	0	0	0	0	39	Restructure
Election	1,452	20	0	0	0	0	20	Agreed additional costs
Synthetic Sports Pitches	0	24	53	0	0	0	77	Revenue consequences of capital



	2015/16 Base Budget	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000	Comments
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#### PEOPLE DEPARTMENT PRESSURES

<b>Service Specific Inflation</b>		<b>125</b>	<b>491</b>	<b>670</b>	<b>509</b>	<b>688</b>	<b>2,483</b>	
Unitary Charge - PPP Schools	8,303	84	169	172	176	181	782	Agreed inflation applied
SB Cares Contract Inflation	16,560	0	238	413	248	420	1,319	SB Cares Manpower Increases
Free Personal & Nursing Care	1,116	5	11	11	11	12	50	Agreed inflation applied
COSLA Residential Care Home Contract	7,193	36	73	74	75	75	332	Agreed inflation applied

<b>Service Specific Pressures</b>		<b>2,271</b>	<b>762</b>	<b>280</b>	<b>824</b>	<b>824</b>	<b>4,961</b>	
Accommodated / Looked After Children	4,139	65	65	66	66	66	328	Increased number of looked after children
ICS school based staff	8,740	54	55	55	55	55	274	Increased number of children under review
Children with severe / complex needs	985	31	33	34	34	34	166	Assumes an ongoing increased of 3% p.a.
Out of Area Placements	5,400	500	0	0	0	0	500	Increased cost of placements
Duns Primary School move	1,074	38	217	0	0	0	255	Increased property costs (rates, energy etc.)
Newdals High School	2,926	0	192	0	0	0	192	Increased property costs (rates, energy etc.)
Langside Primary School	760	0	63	38	0	0	100	Increased property costs (rates, energy etc.)
Brooklands Primary School	748	0	40	24	0	0	64	Increased property costs (rates, energy etc.)
School Refurbishment & Capacity projects	8,417	0	0	24	32	32	88	Increased school capacity projects
Teacher Induction Scheme	226	(223)	0	0	0	0	(223)	Reflects annual notification of funding
Additional hostel grant	16	(16)	0	0	0	0	(16)	Reduction in grant
Developing the Young Workforce		147	0	0	0	0	147	Scottish Government funding
Increase in Foster Care fees & allowances	1,799	36	36	37	37	37	184	Increase in foster care rate
Early Years Centres	0	77	2	2	2	2	85	Running costs of Early Years Centres
Getting it Right for Every Child (GIRFEC)		208	0	0	0	0	208	Scottish Government funding
Free School Meals	1,233	(33)	0	0	0	0	(33)	Adjustment in line with funding confirmation
Complex Needs Centre Earlston	160	28	17	0	0	0	45	Running Costs of Centre to open August 16
Children in Continuing care	85	45	0	0	0	0	45	Adjustment in line with funding confirmation
Children in Through Care & Aftercare	65	(5)	0	0	0	0	(5)	Adjustment in line with funding confirmation
Children in Kinship Care	55	17	0	0	0	0	17	Adjustment in line with funding confirmation
Changed eligibility for After care	12	13	0	0	0	0	13	Adjustment in line with funding confirmation
Self directed support	96	0	0	0	0	0	0	Adjustment in line with funding confirmation
Gaelic specific grant	4	(4)	0	0	0	0	(4)	Adjustment in line with funding confirmation

	2015/16 Base Budget	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000	Comments
Day Services review	1,170	4	0	0	0	0	4	Undeliverable part-saving
Living Wage and service developments	0	1,179	42	0	598	598	2,417	Living Wage - external providers and partners
Community Justice	0	50	0	0	0	0	50	SG funding
Commissioned care	46,394	60	0	0	0	0	60	Undeliverable savings

#### SOCIAL CARE & HEALTH PARTNERSHIP

<b>Service Specific Pressures</b>		<b>5,300</b>	<b>225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,525</b>	
Older People demographic increases	23,033	234	237	343	348	348	1,510	Identified pressure funded through partnership
Increased young adults with learning / physical disabilities	18,962	549	250	250	250	250	1,549	Identified pressure funded through partnership
Transfer of homecare to SBCares	15,803	279	0	0	0	0	279	Identified pressure funded through partnership
Night-time support sleep-ins	373	280	0	0	0	0	280	Identified pressure funded through partnership
Increase in direct payment rate	2,107	449	0	0	0	0	449	Identified pressure funded through partnership
Revised homecare hourly rate	8,107	197	0	0	0	0	197	Identified pressure funded through partnership
Homecare budget	8,107	300	0	0	0	0	300	Identified pressure funded through partnership
Health & Social Care Integration	0	3,012	(262)	(593)	(598)	(598)	961	Partnership budget to be committed

#### PLACE DEPARTMENT PRESSURES

<b>Service Specific Inflation</b>		<b>686</b>	<b>25</b>	<b>223</b>	<b>86</b>	<b>392</b>	<b>1,412</b>	
Bus Contracts (renewal)	2,762	0	0	139	0	304	443	Contracts due for re-tender. (10% inflation)
Road Fuel	2,083	0	21	21	21	22	85	Agreed inflation applied
Aggregates and Bitumen	441	0	0	4	5	5	14	Agreed inflation applied
Vehicles & Spare Parts	1,267	0	0	13	13	13	39	Agreed inflation applied
Reduced SBc contracts surplus	657	120	0	0	0	0	120	As per the current operating environment
Increased Roads budget	3,551	500	0	0	0	0	500	Budget to increase Roads maintenance
Reduction in DWP funding	532	64	0	0	0	0	64	Estimated reduction in funding
Winter Maintenance (Salt)	2,843	0	0	14	14	15	44	Agreed inflation applied
Catering (Food)	1,297	0	0	28	28	29	85	Reduced inflation assumption
Citizens Advice (CAB) inflation	225	1	2	2	2	2	9	Contract inflated by CPI rate
Borders Care and Repair Contract	280	1	2	2	2	2	11	Contract inflated by CPI rate

	2015/16 Base Budget	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000	Comments
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<b>Service Specific Pressures</b>		<b>238</b>	<b>440</b>	<b>157</b>	<b>152</b>	<b>63</b>	<b>1,050</b>	
Landfill Tax	3,382	28	78	70	70	73	319	Reduce expected L/Fill tax increase pa to CPI
New Kelso High School	0	0	275	0	0	0	275	Property maintenance costs
Gala Transport Interchange	0	99	(5)	(5)	(10)	(10)	69	Revenue pressure from new facility
Domestic Abuse Service	0	50	0	0	0	0	50	Reduction in external funding
Single Fraud Investigation service	4	(4)	0	0	0	0	(4)	Removal of Grant now distributed through RSG
Information Post (FOI)	0	19	0	0	0	0	19	Permanent establishment of post
Temporary accommodation	0	46	92	92	92	0	322	Welfare Reform impact on temp accommodation

#### OTHER PRESSURES

<b>Service Specific Inflation</b>		<b>23</b>	<b>46</b>	<b>46</b>	<b>47</b>	<b>49</b>	<b>211</b>	
Property Maintenance fund	2,218	23	46	46	47	49	211	Inflated by RPI rate

<b>Service Specific Adjustments</b>		<b>5,488</b>	<b>(19)</b>	<b>(371)</b>	<b>(20)</b>	<b>(20)</b>	<b>5,058</b>	
ER/VS - Redundancy Costs	481	0	0	(351)	0	0	(351)	Adjustments to ER/VS budget
Commercial Rent income	(1,157)	(38)	(19)	(20)	(20)	(20)	(117)	Planned increase in Rents at 1.5% per annum (3% year 1)
Council Tax reduction Scheme	0	5,508	0	0	0	0	5,508	To be provided for within funding
Council Tax Reduction Scheme administration	117	(2)	0	0	0	0	(2)	adjustment to grant
Scottish Welfare fund (SWF)	472	20	0	0	0	0	20	adjustment to grant

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 Making best use of our People

Management review of professional and support services		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref : MB1	Corporate	N/A	(2,281)	(479)	(150)	(150)	0	(3,060)
Description of Proposal		Following changes to service delivery requirements a full review of staffing is underway to explore more integrated and streamlined professional, managerial and administrative support for front line services to ensure the optimum deployment of staff resources across service delivery models. Officers will seek to manage this reduction through natural staff turnover and the current ER/VS scheme where possible. This is a development to the proposal previously agreed within the 2015/16 Financial Plan. 2016/17 manpower implications are likely to be in the region of 48FTE.						

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Employee Benefits Strategy		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB2	Corporate	N/A	(70)	0	0	0	0	(70)
Description of Proposal		Per the 2015/16 Financial Plan, an improved Employee Benefits scheme for Council employees was introduced in October 2015 which results in reduced Employer NI and pensions contributions. These savings are the permanent effect of this change.						

Changes to working practices		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB3	Corporate	N/A	0	(500)	(548)	0	0	(1,048)
Description of Proposal		Per the 2015/16 Financial Plan, a programme of work is underway to assess how the Council can deploy its workforce in the most efficient and effective ways. Changes in working practices resulting from this review will generate savings in 2017/18 and 2018/19 of the Financial Plan. This will involve more flexible working patterns and the deployment of staff to deliver services in line with service demand.						

Delivery of an Inclusion for All model		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB4	Children & Young People	5,400	(612)	(777)	0	0	0	(1,389)
Description of Proposal		The existing delivery model to support children requiring additional support will be redesigned with the emphasis being on an Inclusion for All model. Existing provision does not meet current needs, is over bureaucratic and redesign will address this by building universal capacity ensuring all children are supported and those with the greatest professionally assessed needs receive the most support. 2016/17 manpower implications are likely to be in the region of 40 FTE ANAs with an element of the reduction being delivered through existing vacancies and the remainder through redeployment or ER/VS. The ANA resource for children with exceptional (severe and complex) needs in both mainstream schools and enhanced support centres will not be reduced as part of this proposal. A highly trained ANA workforce, embedded within an inclusive school ethos and classroom structure will achieve better outcomes for our children with mild / moderate learning needs. Investment is planned in related budget areas for example complex needs and upskilling staff.						

Review of Early Years provision		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB5	Children & Young People	6,904	(571)	0	0	0	0	(571)
Description of Proposal		Phase 1 of a new delivery model for the provision of the Early Years service is currently being rolled out, to be completed in August 2016. The new model delivers a modernisation of the Early Years workforce to incorporate more efficient staffing models. This is a continuation of the proposal previously agreed within the 2015/16 Financial Plan and that being rolled out in the current year.						

Learning Delivery review		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB6	Children & Young People	72,611	(454)	(104)	0	0	0	(558)
Description of Proposal		Projects are currently being rolled out to deliver Service efficiencies, extending the peripatetic janitor model, cessation of a Salary Conservation scheme, review of Community Learning & Development budgets, review of historic Curriculum for Excellence Budgets following implementation & School Library Review. 2016/17 manpower implications are likely to be in the region of 7FTE.						

Focused Education Delivery		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB7	Children & Young People	26,095	(318)	0	0	0	0	(318)
Description of Proposal		Review of pre-school home visiting teacher service, Educational Psychology Service, Art Therapist Service and Home School Link Worker provision. Schools have the flexibility to use their DSM budget to fund this support if they wish. 2016/17 manpower implications are likely to be in the region of 9FTE.						

Redesign of elements of the Children & Families Social Work service		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB8	<b>Children &amp; Young People</b>	26,095	(350)	0	0	0	0	(350)
<b>Description of Proposal</b>		A review of the Children & Families Social Work service will include a review of management posts, commissioned services and service delivery options and case work delivery. It is envisaged that children in need of focused support will be accommodated within the development of the inclusion agenda and earlier interventions by universal and targeted services. 2016/17 manpower implications are likely to be minimal.						

Supporting Independence when providing Care at Home		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB9	<b>Adult Services</b>	48,285	(316)	0	0	0	0	(316)
<b>Description of Proposal</b>		Project underway to develop an independence-focussed approach to Care at Home including the use of assistive technology. It is expected that on implementation, a number of improved outcomes for clients will result such as quicker assessment, reablement and decreased dependency on homecare and other care services improving affordability and sustainability of services going forward. This is also linked to a review of how key day and night care services are currently delivered. Additionally, one of the key benefits of implementing this approach will be the projected reduction in the need for the most complex care and support. There are currently 64 clients across Adult Services in receipt of Direct Payment or homecare packages in excess of 25 hours per week (2,338 hours in total). (1,322/1,016 respectively). Through systematic review an average reduction of 10% (230 hours) is targeted.						

Review Secondary School Teacher Allocation		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref : MB10	Children & Young People	40,900	0	(420)	0	0	0	(420)
Description of Proposal		Review secondary school staffing allocations across all secondary schools reducing teacher numbers from 2017/18. Delivery of the saving will be via a revised formula for devolving staffing to secondary schools where staffing allocations will be realigned to ensure the most efficient model is in place for every secondary school. The saving will be delivered by a redesign of timetabling in secondary schools.						

Closing the Gap		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref : MB11	Children & Young People	1,060	(460)	0	0	0	0	(460)
Description of Proposal		A new distribution methodology will be used for the allocation of Closing the Gap funding. A proportion of funding will be allocated to schools with significant needs in terms of their percentage of vulnerable learners, with the remaining funds used to fund staff, who will work closely with each locality cluster to support the raising of attainment of vulnerable learners across the cluster leading to improved outcomes. The cluster of schools will manage this resource.						

Extend Corporate Transformation programme		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref : MB12	Corporate	N/A	0	0	(500)	(500)	(500)	(1,500)
Description of Proposal		Extend the Corporate Transformation programme in future years to target further operational efficiencies through new ways of working, better service alignment, partnership working and use of new technology.						

<b>Total Making best use of our People</b>			<b>(5,432)</b>	<b>(2,280)</b>	<b>(1,198)</b>	<b>(650)</b>	<b>(500)</b>	<b>(10,060)</b>
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 Working with our Partners

Alternative models of service delivery		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP1	Corporate	N/A	(559)	(627)	(1,512)	(1,252)	0	(3,950)
Description of Proposal		Per the 2015/16 Financial Plan, improved efficiency and increased income from enhanced trading opportunities are being delivered through the establishment of SBCares for the delivery of Care services, together with seeking alternative and more cost effective delivery models for other Council services such as LLP's, Joint-Ventures with other Councils or private-sector partners.						

Commissioned Services		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP2	Corporate	28,161	(683)	(514)	0	0	0	(1,197)
Description of Proposal		Targeted efficiencies to be achieved from review and negotiation with providers around current commissioned services arrangements within Children & Young People, Adult Services, Chief Executives and Place. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Review of Cultural Services		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP3	Chief Executive's	4,803	(218)	0	0	0	0	(218)
Description of Proposal	Per the 2015/16 Financial Plan, options have been considered regarding the future delivery of Cultural Services within the Scottish Borders. Non Domestic Rates savings will be available following the transfer of these services to a Trust. £158k saving associated with this transfer was reflected in the 2015/16 Financial Plan which was a permanent saving.							

Efficiencies in Culture & Sport funding		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP4	Chief Executive's	6,935	(200)	(340)	(140)	(114)	0	(794)
Description of Proposal	Reduced funding would be provided to Culture and Sports via an Integrated Trust, realising these savings will require a joint approach from SBC and Borders Sport & Leisure Trust. 2017/18 saving includes a review of Integrated Libraries & Contact Centres (£100k).							

<b>Total Working with our Partners</b>			<b>(1,660)</b>	<b>(1,481)</b>	<b>(1,652)</b>	<b>(1,366)</b>	<b>0</b>	<b>(6,159)</b>
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 Looking after The Borders

Asset Management		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB1	<b>Commercial Services</b>	4,568	(287)	(818)	(1,393)	(903)	(103)	(3,504)
<b>Description of Proposal</b>		Work is underway to implement a revised asset management strategy that best supports the future delivery of Council services more cost effectively. Includes energy efficiency measures, estate rationalisation, locality planning, taking full account of revised future service delivery models, including the provision of education, increased flexible working and the co location of Council Services and community planning partner services wherever possible. This is a development to the proposal previously agreed within the 2015/16 Financial Plan. 2016/17 manpower implications are likely to be in the region of 1FTE.						

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Waste Management Plan		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB2	<b>Neighbourhoods</b>	9,396	(96)	(150)	0	0	0	(246)
<b>Description of Proposal</b>		Continuing development of the Waste Management Plan which may consider areas such as a review of; working patterns, waste facilities including Community Recycling Centres, kerbside collection services, route optimisation, PR and communications, service level agreements, bulky waste uplift service including charging scheme, wheeled bin replacement policy, food waste service and waste analysis assessments. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Review and modernise Winter operations		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB3	Neighbourhoods	12,093	(100)	0	0	0	0	(100)
Description of Proposal		Review and modernisation of winter operations to establish a more effective arrangement for night time and standby cover. Utilising new technology will allow statistical and geographical information to be developed which can be used to prioritise routes and reduce salt use.						

New delivery model for Public Toilet provision		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB4	Neighbourhoods	12,093	(70)	(141)	0	0	0	(211)
Description of Proposal		A new delivery model for the provision of public toilets. This may include introducing charging, a comfort scheme network, community partnering, mothballing, and providing alternative facilities to rationalise provision following a full review. An implementation date of October 2016 is planned with savings phased over 2016/17 and 2017/18 accordingly. 2016/17 manpower implications are likely to be in the region of 3FTE.						

Bus Subsidies		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB5	Commercial Services	1,729	(200)	(200)	0	0	0	(400)
Description of Proposal		A review of the subsidised bus network to ensure that travellers needs are met through the more efficient use of resources, creative collaboration with communities and the business sector, and the retendering of bus contracts.						

<b>Total Looking after the Borders</b>			<b>(753)</b>	<b>(1,309)</b>	<b>(1,393)</b>	<b>(903)</b>	<b>(103)</b>	<b>(4,461)</b>
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 Business Process Transformation

ICT Investments in new technology leading to reduced running costs and improved efficiency in back-office support services.		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP1	Corporate	N/A	(150)	(1,000)	(525)	(325)	0	(2,000)
<b>Description of Proposal</b>		Per the 2015/16 Financial Plan an ICT investment programme is planned that will realise productivity gains and savings across all areas of Council activity. The provision of better ICT solutions will support business process re-engineering to improve efficiency and productivity across the Council but likely to focus in a number of key functional areas including Financial administration, HR and Procurement. 2016/17 manpower implications are likely to be in the region of 6FTE						

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Phase 2 printer refresh		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP2	Corporate	N/A	(110)	0	0	0	0	(110)
<b>Description of Proposal</b>		As a development to the agreed proposal within the 2015/16 Financial Plan, phase 2 of a printer refresh will ensure that the Council is operating the most efficient printing model. This project will focus on the wider estate including social work offices, contact centres, area offices and schools following the printer refresh programme at Council headquarters to replace multiple printers with fewer multi function devices managing printing, photocopying, scanning, faxing and contributing to more efficient and effective document and records management and reduced print consumable costs e.g. paper, print cartridges and maintenance. Following the implementation of a new printing strategy and an investment in our internal printing capability the printing services team have committed to savings from other publications anticipated to deliver a savings of £10k.						

Reducing Mileage		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP3	Corporate	975	(215)	0	0	0	0	(215)
Description of Proposal		Reducing miles travelled by 20% and reducing the cost of Home to Work travel. This figure is council wide (excluding SBCares) and will require initiatives to reduce mileage for example through increased use of technology, video conferencing and the opportunities provided by the Railway.						

Commercial opportunities and Procurement		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP4	Corporate	N/A	(164)	(162)	(143)	(143)	(143)	(755)
Description of Proposal		Effective contract management and related procurement activity will aim to generate cashable efficiencies through enhanced information sharing, ensuring best value from supply chain through contract management and supplier relationships and enhancing commercial activities through compliance measures and appropriate demand management mechanisms. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Reduction in loans charges		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP5	Corporate	20,710	(225)	(300)	0	0	0	(525)
Description of Proposal		A reduction in loans charges as a result of the repayment of specific consents to borrow in 2017/18. A further one off temporary reduction will be made in 2016/17 available as a result of favourable interest rates. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Out of Area Placement savings		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP6	Children & Young People	5,400	0	0	(400)	(400)	0	(800)
Description of Proposal		With the delivery of an "Inclusion for All" strategy, savings are expected in our out of area placement cost from 2018/19. This will be delivered by working with young people to access opportunities within the community, and by building capacity within the community, including making better use of the voluntary sector which will lead to a reduced spend. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Review of PPP contract		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP7	Children & Young People	8,296	(107)	0	0	0	0	(107)
Description of Proposal		Per the 2015/16 Financial Plan, external consultants have been engaged to review the PPP contract with a target to deliver savings of £107k from 2016/17 with an emphasis on insurance costs, contract lifecycle and all other services provided within the contract.						

Reprovision the reviewing process for care packages		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP8	Adult Services	131	(131)	0	0	0	0	(131)
Description of Proposal		The current assessment arrangements were originally set up in 2008/2009 to review all packages of care and to make savings. All packages of care have been reviewed and savings are being caught at the front end through a scrutiny panel in regard to the application of eligibility criteria. The Assessment Review Team will now be redeployed across localities, filling existing vacancies, re-establishing the reviewing cycle within the assessment & care management function. 2016/17 manpower implications are likely to be in the region of 4FTE.						

Review of Adults with Learning Disabilities service to meet demand		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP9	Adult Services	14,510	(549)	0	0	0	0	(549)
Description of Proposal		More effective deployment of Social Worker and Care staff to support client needs to deliver a more efficient delivery model to support adults with learning disabilities and physical disabilities.						

Review of Older People service to reflect demand		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP10	Adult Services	24,191	(234)	(237)	0	0	0	(471)
Description of Proposal		More effective deployment of Social Worker and Care staff to support client needs to deliver a more efficient delivery model to support Older People.						

Review of Street Lighting provision (SLEEP project)		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP11	Commercial Services	1,150	(176)	(215)	(181)	(7)	(7)	(586)
Description of Proposal		The Council maintains 19,000 street lights which previously utilised old Sodium lighting technology. The street lighting energy and maintenance costs of these lights are in excess of £950k p.a. A 5 year capital investment programme is now well advanced to replace the existing Sodium street lighting lanterns with more energy efficient LED lights. To date 6,000 lights have been replaced . These use around 60% less electricity, require less maintenance and will lead to the savings shown in Street Lighting expenditure. The project will also reduce the Council's Carbon Footprint and help to minimise future Carbon tax liabilities. The LED installation rate is running ahead of schedule and the project will be complete 1 year ahead of schedule in 2018/19. This is a development of the previously agreed proposal within the 2015/16 Financial Plan.						



Redesign of Assessment & Care Management Model		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP12	Adult Services	N/A	(100)	0	0	0	0	(100)
Description of Proposal		A review & redesign of assessment and care management following best practice across the sector including, reviewing every package of care (all reviewed within 6 months), splitting complex cases from non-complex cases, establishing a cycle of review (all cases regularly reviewed within 12mths), encouraging staff out from the office (via hot-desking, mobile working etc), realigning the service from a geographical set up to a 'value-stream' service, based around (e.g.): assessment, reablement and service provision/deliver with the aim to increase the number of reviews undertaken per assessor.						

Review of the level of Statutory Services provision within Place		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP13	Place	N/A	(200)	0	0	0	0	(200)
Description of Proposal		A review of the level to which statutory services within the department are delivered. This will result in a structural change to how these services are delivered in the future. 2016/17 manpower implications are likely to be in the region of 6FTE.						

<b>Total Business Process Transformation</b>			<b>(2,361)</b>	<b>(1,914)</b>	<b>(1,249)</b>	<b>(875)</b>	<b>(150)</b>	<b>(6,549)</b>
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Scottish Borders Council  
 Draft Revenue Financial Plan 2016/17 to 2020/21  
 Maximising Resources

Maximising Income		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR1	Corporate	N/A	(309)	(289)	(255)	(221)	(99)	(1,173)
Page 26	<b>Description of Proposal</b>	Following on from the Council's Fees & Charges policy which was approved by Executive in November 2012, all fees and charges will be reviewed to ensure that they comply with this policy and fully recover all the costs incurred, where appropriate, in delivering each service while remaining fair, equitable and consistently applied. This will expand on the Social Work-specific charging review undertaken last year and will now be applied across all Council services. Specific areas of focus where targeted proposals to increase charges have already been identified include Major Adaptation Housing Grants Administration charges, Converting short stay beds into income generating long stay beds, selling advertising space within SBConnect, Pre-Planning advisory services, Civil Ceremony fees, Burial Fees, School Lets and other miscellaneous Education services such as Music Tuition and a minimal annual letting price for Council properties including allotments. Additionally, the Council is already targeting increased recharging of costs such as those relating to Capital Roads Works planning and professional work and Common Good Fund Estates Management support. This is a development to the proposal previously agreed within the 2015/16 Financial Plan.						

Second homes Council Tax		Base Budget 2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR2	Regulatory Services	(715)	(140)	0	0	0	0	(140)
	<b>Description of Proposal</b>	A pattern of increased income within Second Homes Council Tax will allow us to permanently recharge Housing Strategy staff to this budget who support the delivery of affordable housing activities.						

Long Term Empty Property Council Tax increase		Base Budget	2016/17	2017/18	2018/19	2019/20	2020/21	Total
		2015/16						
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR3	Other	-	(500)	0	0	0	0	(500)
<b>Description of Proposal</b>		Utilising new Scottish Government legislation will allow us to increase the Council tax charged on Long term empty properties from 90% to up to a maximum of 200% which will generate income and minimise the number of properties within the Borders which lie empty for long periods of time.						
<b>Total Maximising Resources</b>			<b>(949)</b>	<b>(289)</b>	<b>(255)</b>	<b>(221)</b>	<b>(99)</b>	<b>(1,813)</b>

**Draft Capital Financial Plan  
2016/17 - 2025/26**

Scottish Borders Council  
Capital Plan 2016/17 - 2025/26

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>PLACE DEPARTMENT</b>														
Road & Transport Infrastructure	6,778	6,953	7,153	20,884	5,551	5,569	5,581	15,291	13,392	5,404	5,407	77,079	(4,259)	72,820
Flood and Coastal Protection	10,249	1,145	1,964	13,358	6,698	15,301	11,631	200	200	200	200	47,788	(37,016)	10,772
Waste Management	981	5,317	353	6,651	1,425	90	50	50	51	53	53	8,423	(5,263)	3,160
Land and Property Infrastructure	4,567	2,864	2,721	10,152	3,109	2,837	1,803	1,844	1,845	1,847	1,848	25,285	(827)	24,458
<b>Total Place Department</b>	<b>22,575</b>	<b>16,279</b>	<b>12,191</b>	<b>51,045</b>	<b>16,783</b>	<b>23,797</b>	<b>19,065</b>	<b>17,385</b>	<b>15,488</b>	<b>7,504</b>	<b>7,508</b>	<b>158,575</b>	<b>(47,365)</b>	<b>111,210</b>
<b>PEOPLE DEPARTMENT</b>														
School Estate	19,134	7,027	3,580	29,741	4,671	6,070	11,300	12,680	6,510	7,890	2,390	81,252	(22,814)	58,438
Social Care Infrastructure	3			3								3		3
<b>Total People Department</b>	<b>19,137</b>	<b>7,027</b>	<b>3,580</b>	<b>29,744</b>	<b>4,671</b>	<b>6,070</b>	<b>11,300</b>	<b>12,680</b>	<b>6,510</b>	<b>7,890</b>	<b>2,390</b>	<b>81,255</b>	<b>(22,814)</b>	<b>58,441</b>
<b>CHIEF EXECUTIVE DEPARTMENT</b>														
Sports Infrastructure	3143	326	1107	4576	293	290	290	290	590	590	890	7809	(900)	6909
Culture and Heritage	6,200	952	1,146	8,298	1,550	40						9,888	(5,436)	4,452
Economic Regeneration	16	2,020	3,120	5,156	1,184	184	220	156	100	100	100	7,200	(1,000)	6,200
Chief Executive Other	3,625	3,446	2,614	9,685	1,770	1,386	1,833	1,390	1,417	1,419	1,420	20,320		20,320
<b>Total Chief Executive Department</b>	<b>12,984</b>	<b>6,744</b>	<b>7,987</b>	<b>27,715</b>	<b>4,797</b>	<b>1,900</b>	<b>2,343</b>	<b>1,836</b>	<b>2,107</b>	<b>2,109</b>	<b>2,410</b>	<b>45,217</b>	<b>(7,336)</b>	<b>37,881</b>
Waste Collection vehicles - Non P&V Fund			300	300	300				300	300		1,200	(1,200)	
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	
Emergency/Unplanned Schemes	100	100	700	900	300	300	300	300	300	300	300	3,000		3,000
Planned Programming Adjustments		(6,887)	4,525	(2,362)	2,501	1,449	264	(1,233)	(909)	(221)	511			
<b>TOTAL CAPITAL INVESTMENT PLAN</b>	<b>56,796</b>	<b>25,263</b>	<b>31,283</b>	<b>113,342</b>	<b>31,352</b>	<b>35,516</b>	<b>35,272</b>	<b>32,968</b>	<b>25,796</b>	<b>19,882</b>	<b>15,119</b>	<b>309,247</b>	<b>(98,715)</b>	<b>210,532</b>
<b>Funding</b>	<b>56,796</b>	<b>25,263</b>	<b>31,283</b>	<b>113,342</b>	<b>31,352</b>	<b>35,516</b>	<b>35,272</b>	<b>32,968</b>	<b>25,796</b>	<b>19,882</b>	<b>15,119</b>	<b>309,247</b>		
<b>Funding Gap (Under)/ Over</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(98,715)</b>	<b>210,532</b>

Extra Care Housing - Berwickshire - Excluded as will be delivered via Partnership arrangements with RSL's

Scottish Borders Council  
Capital Plan 2016/17 - 2025/26

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN						Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000	
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				2025/26
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000				£'000
<b>PLACE DEPARTMENT</b>														
<b>Road &amp; Transport Infrastructure</b>														
Galashiels Developments - Transport Interchange	16			16							16		16	
Galashiels Developments - GIRR 5	276	200		476							476		476	
Galashiels Developments -GIRR 1-3 claims		150		150	200						350		350	
Roads & Bridges- Including Ramp and Winter Damage/Slopes	3,529	3,560	3,710	10,799	4,910	4,910	4,910	4,910	4,910	4,910	45,169		45,169	
Lighting Asset Management Plan	200	200	200	600	200	200	200	200	200	200	2,000		2,000	
Street Lighting Energy Efficiency Project	2,100	1,500		3,600							3,600		3,600	
Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	500		500	
Cycling, Walking & Safer Streets	125	157	182	464	191	199	211	221	232	244	2,009	(2,009)		
A72 - Dirlpot Corner - Road Safety Works	112	200	1,916	2,228							2,228		2,228	
A72 - Reidpath Corner - Traffic Management	14			14							14		14	
Selkirk Town Centre (Streetscape works)	50	400		450							450	(100)	350	
Inverleithen - Walkerburn - shared access route	11	61	265	337							337	(150)	187	
Union Chain Bridge	25	25	450	500							500		500	
Reston Station Contribution	270	450	380	1,100							1,100		1,100	
Peebles Bridge						210	210	9,910	8,000		18,330	(2,000)	16,330	
<b>Total Road &amp; Transport Infrastructure</b>	<b>6,778</b>	<b>6,953</b>	<b>7,153</b>	<b>20,884</b>	<b>5,551</b>	<b>5,569</b>	<b>5,581</b>	<b>15,291</b>	<b>13,392</b>	<b>5,404</b>	<b>77,079</b>	<b>(4,259)</b>	<b>72,820</b>	
<b>Flood and Coastal Protection</b>														
Selkirk Flood Protection	9,423			9,423							9,423	(8,861)	562	
Hawick Flood Protection	523	945	1,764	3,232	6,498	15,101	11,431				36,262	(28,155)	8,107	
Jedburgh Flood Protection	3			3							3		3	
General Flood Protection Block	300	200	200	700	200	200	200	200	200	200	2,100		2,100	
<b>Total Flood and Coastal Protection</b>	<b>10,249</b>	<b>1,145</b>	<b>1,964</b>	<b>13,358</b>	<b>6,698</b>	<b>15,301</b>	<b>11,631</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>47,788</b>	<b>(37,016)</b>	<b>10,772</b>	

<p><b>Roads &amp; Transport Infrastructure</b></p> <p>Galashiels Developments Roads &amp; Bridges block</p> <p>Lighting Asset Management Plan Street Lighting Energy Efficiency Project Accident Investigation Prevention Schemes Block</p> <p>Cycling, Walking &amp; Safer Streets A72 Dirtpot Corner -Road Safety Works A72 Neidpath Corner - Traffic Management Selkirk Town Centre (Streetscape works)</p> <p>Innerleithen - Walkerburn - shared access route</p> <p>Union Chain Bridge</p> <p>Reston Station Contribution</p> <p>Peebles Bridge</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 31</p>	<p>This programme of work continues to deliver Galashiels Inner Relief Road (GIRR) Phases and the Transport Interchange project. (including Ramp and Winter Damage/Slopes) - this relates to capital maintenance and refurbishment works relating to the road and bridge infrastructure in the Scottish Borders.</p> <p>General Lighting Block - allocation for the routine column, cabling and lamp upgrade programme.</p> <p>A project which will improve 16,000 Scottish Borders lights &amp; associated street furniture by replacing them with an energy efficient LED light source minor schemes to address problems at identified accident cluster sites.</p> <p>Continuation of Specific Scottish Government Funding to encourage more walking and cycling, especially schools and to connect communities.</p> <p>Road improvement scheme to provide a fit for purpose carriageway configuration and improve safety at Dirtpot Corner.</p> <p>Road improvement scheme to address the restricted carriageway width and lack of verge at a accident site.</p> <p>Project to enhance the area around the Market Place through more effective traffic management, partly supported by funding from the Selkirk Conservation Area Regeneration Scheme (CARS)</p> <p>Extension of the Peebles - Innerleithen shared access route by a further 1.5 miles alongside the River Tweed.</p> <p>Funding of £0.55m has been assumed to match with the current Northumberland County Council (the lead authority) estimate. External funding bid for the refurbishment of the oldest surviving iron chain suspension bridge in use in Europe for its 200th anniversary in 2020</p> <p>To support the provision of a new station at Reston supported by potential funding from the Scottish Stations Fund. A contribution towards the project of £1.68m has been included. This is based on an estimate construction cost for the new station and ancillary services e.g. car parking of £3.2m of which the Council would support up to 50%.</p> <p>There is a future requirement to provide a new bridge in Peebles to support future development proposed in the Local Development Plan. This project is currently estimated at a cost of £18.3m, of which there is an estimate that £2m from developer contributions will be available. The project is still subject to significant public consultation, the development of full design and cost estimates and, final approval of development proposals.</p>
<p><b>Flood and Coastal Protection</b></p> <p>Selkirk Flood Protection</p> <p>Hawick Flood Protection</p> <p>Jedburgh Flood Protection</p> <p>General Flood Protection Block</p>	<p>80% Scottish Government (confirmed) grant funded major infrastructure project to provide flood protection to property and businesses in Selkirk from risk of flooding.</p> <p>Proposed 80% (unconfirmed) Scottish Government grant funded infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick.</p> <p>To deliver protection measures against flooding from the Skiprunning Burn.</p> <p>To deliver natural flood management works, small scale flood and coast protection works.</p>

Scottish Borders Council  
Capital Plan 2016/17 - 2025/26

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan	STRATEGIC PLAN						Grand Total	Specific Project Funding	Net Cost to SBC Capital	
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				2025/26
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000				£'000
<b>Waste Management</b>														
Easter Langlee Cell Provision	205	216	273	694								694	(694)	
Waste Containers	45	46	48	139	48	48	50	50	51	53	53	492		492
Easter Langlee Leachate Management Facility	20	20	23	63	1,377	42						1,482		1,482
CRC - Enhancements	48			48								48		48
Waste Transfer Station Health & Safety Works	18			18								18		18
CRC - Bulky Waste Adjustments	10	257		267								267		267
New Easter Langlee Waste Transfer Station	635	4,778	9	5,422								5,422	(4,569)	853
<b>Total Waste Management</b>	<b>981</b>	<b>5,317</b>	<b>353</b>	<b>6,651</b>	<b>1,425</b>	<b>90</b>	<b>50</b>	<b>50</b>	<b>51</b>	<b>53</b>	<b>53</b>	<b>8,423</b>	<b>(5,263)</b>	<b>3,160</b>
<b>Land and Property Infrastructure</b>														
Play facilities	51	52	53	156	27	55	56	57	58	60	61	530		530
Cemetery Land Acquisition & Development Block	440			440								440		440
Drainage - Parks & Open Spaces Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Wilton Lodge Park	1,111	101		1,212								1,212	(827)	385
Combined Depot Enhancements	199	124		323								323		323
Structure/H&S Works Block	415	435	435	1,285	435	435	445	445	445	445	445	4,380		4,380
Asbestos Management Block	50	50	50	150	250	250	250	250	250	250	250	1,900		1,900
Building Systems Efficiency Upgrades Block	100	200	200	500	300	300	300	340	340	340	340	2,760		2,760
Electrical Infrastructure Upgrades Block	150	150	150	450	150	150	150	150	150	150	150	1,500		1,500
Fixed Assets Block	20	20	20	60	20	20	20	20	20	20	20	200		200
Building Thermal Efficiency Upgrades Block	400	430	430	1,260	430	430	430	430	430	430	430	4,270		4,270
Demolition & Site Preparation Block	160	170		330								330		330
Office Accommodation Transformation Block	50	200	200	450	300							750		750
Contaminated Land Block	56	62	38	156	52	52	52	52	52	52	52	520		520
Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Energy Efficiency Works	1,265	770	1,045	3,080	1,045	1,045						5,170		5,170
<b>Total Land &amp; Property Infrastructure</b>	<b>4,567</b>	<b>2,864</b>	<b>2,721</b>	<b>10,152</b>	<b>3,109</b>	<b>2,837</b>	<b>1,803</b>	<b>1,844</b>	<b>1,845</b>	<b>1,847</b>	<b>1,848</b>	<b>25,285</b>	<b>(827)</b>	<b>24,458</b>
<b>Total Place</b>	<b>39,602</b>	<b>23,577</b>	<b>22,108</b>	<b>85,287</b>	<b>29,032</b>	<b>44,667</b>	<b>36,277</b>	<b>32,876</b>	<b>29,080</b>	<b>13,108</b>	<b>13,115</b>	<b>283,442</b>	<b>(88,640)</b>	<b>194,802</b>



<p><b>Waste Management</b></p> <p>Easter Langlee Cell Provision Waste Containers Easter Langlee Leachate Management</p> <p>Community Recycling Centres - Enhancements Waste Transfer Station Health &amp; Safety Works</p> <p>Community Recycling Centres -Bulky Waste Easter Langlee Waste Transfer Station</p>	<p>Management and capping of landfill cells at Easter Langlee Landfill Site, Galashiels. To supply to new properties or to replace damaged waste containers To implement the solution(s) recommended by the option appraisal currently being undertaken to address the management of the cost and environmental impact of the discharge of leachate water from the Easter Langlee Landfill Site. Work that is underway in the Waste Management Team will inform and may change the scope and phasing of this work once the options have been evaluated.</p> <p>Purchase of equipment to improve use of space and efficiency at Community Recycling centres To reduce the risk of accident/injury at the Council's the Waste Transfer Station through improvements to traffic management at the sites.</p> <p>NEW - Upgrade of infrastructure at CRC sites to allow bulking of waste for onward transport Construction of waste transfer station at Easter Langlee</p>
<p><b>Land and Property Infrastructure</b></p> <p>Play Facilities Cemetery Land Acquisition &amp; Development Block Drainage - Parks &amp; Open Spaces Block Wilton Lodge Park</p> <p>Combined Depot Enhancements Structure/H&amp;S Works Block Asbestos Management Block Building Systems Efficiency Upgrades Block Electrical Infrastructure Upgrades Block Fixed Assets Block Building Thermal Efficiency Upgrades Block Demolition &amp; Site Preparation Block Office Accommodation Transformation Block Contaminated Land Block</p> <p>Cleaning Equipment Replacement Block Energy Efficiency Works</p>	<p>To refurbish Council play areas through replacement or addition of equipment in play areas. Acquisition and development of cemeteries as identified from the strategic review of cemetery services. To provide a programme of works to deliver landscape drainage improvements throughout the Borders. Continuation of the capital element of the project to restore the historical features within Wilton Lodge Park, Hawick including the provision of a modern café and bridge, destination playpark, fountain area reburishment and additional links to the town. 70% funded by Heritage Lottery Funding.</p> <p>To provide for a programme of Health and Safety, Environmental and Security upgrades at various depot locations.</p> <p>This is a programme of work focused around various capital block allocations to undertake the necessary capital works required to manage the property owned and maintained by the Council. Focus covers health and safety projects, upgrade and replacement works as well as building efficiency improvements to reduce ongoing running costs.</p> <p>To undertake works to improve or prepare sites for sale or re-development including as sites for affordable housing. To support work style transformation through capital accommodation works. To enable appropriate measures to be taken to remove unacceptable risks and support the Council in the delivery of its statutory duty in relation to land which is not suitable for its current use because of unacceptable levels of risk to human health and/or the wider environment.</p> <p>Allocation for a programme of capital expenditure on larger scale cleaning equipment. Program of works to improve the energy efficiency of the estate across the Council</p>

**Scottish Borders Council**  
**Capital Plan 2016/17 - 2025/26**

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN				Total Operational Plan £'000	STRATEGIC PLAN						Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26			
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000			
<b>School Estate</b>														
West Linton Primary School	10			10								10		10
Duns Primary School & Locality Support Centre	3,000			3,000								3,000		3,000
Kelso High School	550			550								550	(550)	
School Review					120	4,000	9,000	10,230	4,120	5,500		32,970	(21,899)	11,071
Langlee Primary School	6,400	4,152		10,552								10,552		10,552
Broomlands Primary School	6,506	1,324		7,830								7,830	(365)	7,465
School Health & Safety Block	703	200	200	1,103	200	200	200	200	200	200	200	2,503		2,503
School Refurbishment & Capacity Block	635	1,140	3,030	4,805	4,001	1,520	1,750	1,900	1,840	1,840	1,840	19,496		19,496
School Kitchen Improvement Block	24	55	200	279	200	200	200	200	200	200	200	1,679		1,679
Complex Needs - Central Education Base	1,156	6		1,162								1,162		1,162
Equality Act School Adaptations (DDA) Block	150	150	150	450	150	150	150	150	150	150	150	1,500		1,500
	<b>19,134</b>	<b>7,027</b>	<b>3,580</b>	<b>29,741</b>	<b>4,671</b>	<b>6,070</b>	<b>11,300</b>	<b>12,680</b>	<b>6,510</b>	<b>7,890</b>	<b>2,390</b>	<b>81,252</b>	<b>(22,814)</b>	<b>58,438</b>
<b>Social Care Infrastructure</b>														
Residential Care Home Upgrade Block	3			3								3		3
	3			3								3		3
<b>Total People Department</b>	<b>19,137</b>	<b>7,027</b>	<b>3,580</b>	<b>29,744</b>	<b>4,671</b>	<b>6,070</b>	<b>11,300</b>	<b>12,680</b>	<b>6,510</b>	<b>7,890</b>	<b>2,390</b>	<b>81,245</b>	<b>(22,814)</b>	<b>58,431</b>

<p><b>School Estate</b></p> <p>West Linton Primary School Duns Primary School &amp; Locality Support Centre</p> <p>Kelso High School</p> <p>School Review</p> <p>Langlee Primary School</p> <p>Broomlands Primary School</p> <p>School Health &amp; Safety Block</p> <p>School Refurbishment &amp; Capacity Block</p> <p>School Kitchen Improvement Block</p> <p>Complex Needs - Central Education Base</p> <p>Equality Act School Adaptations (DDA) Block</p>	<p>Final end of project landscaping and completion costs</p> <p>Refurbishment of the former high school to provide a relocated primary school to meet future roll projections and provide a Locality Support Centre in Berwickshire for children and young people with Additional and Complex Needs complimenting the new Central Complex Needs Education Base. Project supported by Scottish Futures Trust (SFT) funding.</p> <p>Provision of a new Kelso High School to provide a fit for purpose school, secured 100% SFT funding for school building. The project assumes the provision of a synthetic pitch which is anticipated to attract SportScotland match funding.</p> <p>Ambitious large scale project to significantly improve the school estate to match current and future demand. Included in scope is the refurbishment of the Galashiels Academy and the improvement/enhancement of primary school provision. This programme assumes the continuation of Scottish Government funding to support school infrastructure.</p> <p>Provision of new primary school at Langlee, Galashiels including Early Learning and Complex Needs, all within the grounds of the existing school including the demolition of the former school.</p> <p>Provision of new primary school at Broomlands, Kelso, including Early Years, all within the grounds of the existing school including the demolition of the former school.</p> <p>Programme of works across the school estate to ensure compliance with a range of legislation in relation to Health &amp; Safety, Care Inspectorate, Environmental Health and Insurers and enable improvement of safety in schools.</p> <p>Programme of works to improve a number of schools through extension, refurbishment and adaptations to provide and meet increasing demographic demand and addressing issues identified by the School Estate Management Plan in relation to condition and suitability. This block allocation has been included at a similar level as in the previous Capital Plan pending the undertaking of a full School Review which will inform the updating of the School Estate Management Plan and investment priorities.</p> <p>Programme of works to refurbish and improve the infrastructure of school kitchens and dining areas to ensure that they meet current legislative requirements, are fit for purpose and support the improvement of meal uptake.</p> <p>Creation of a central facility in Earlston to consolidate existing service provision of Spectrum Support Services and the Complex Needs Outreach Team. Providing a increased accessibility and travel times and maximise expertise through co-location of staff. Facility will compliment the locality and school based services already in place.</p> <p>Programme of works to improve access for all pupils, staff and other users with disabilities and to comply with the relevant legislation as it applies to the school estate. Includes provision of specific adaptations to meet the needs of individual pupils with complex needs.</p>
<p><b>Social Care Infrastructure</b></p> <p>Residential Care Home Upgrade Block</p>	<p>To provide alterations/upgrading of Waverley and Saltgreens care homes to provide en-suite facilities to future proof the service and enable the facilities to be used for intermediate and long-term care.</p>

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CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN						Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000	
	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25				2025/26
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000				£'000
<b>CHIEF EXECUTIVE DEPARTMENT</b>														
<b>Sports Infrastructure</b>														
Selkirk 2G Synthetic Pitch	3			3					300			303		303
Peebles 2G Synthetic Pitch (carpet replacement)								300				300		300
Peebles 3G Synthetic Pitch	1,606	3		1,609							300	1,909	(300)	1,609
Jedburgh 3G Synthetic Pitch		30	817	847	3							850	(300)	550
Hawick 3G Synthetic Pitch	1,244	3		1,247							300	1,547	(300)	1,247
Sports Trust Plant & Services - Integrated Sport & Culture Trust Property and Other Sports Trusts	290	290	290	870	290	290	290	290	290	290	290	2,900		2,900
	<b>3,143</b>	<b>326</b>	<b>1,107</b>	<b>4,576</b>	<b>293</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>590</b>	<b>590</b>	<b>890</b>	<b>7,809</b>	<b>(900)</b>	<b>6,909</b>
<b>Culture and Heritage</b>														
Jim Clark Museum	90	902	386	1,378								1,378	(758)	620
Sir Walter Scott Court House - Phase 1	260			260								260	(178)	82
Sir Walter Scott Court House - Phase 2	50	50	760	860	1,550	40						2,450	(2,000)	450
Great Tapestry of Scotland - Building	5,800			5,800								5,800	(2,500)	3,300
	<b>6,200</b>	<b>952</b>	<b>1,146</b>	<b>8,298</b>	<b>1,550</b>	<b>40</b>						<b>9,888</b>	<b>(5,436)</b>	<b>4,452</b>
<b>Economic Regeneration</b>														
Central Borders Business Park - Phase 1		2,000	3,000	5,000	1,000							6,000	(1,000)	5,000
Newtown St Boswells Village Centre	16	20	20	56	84	84	120	56				400		400
Borders Town Centre Regeneration Fund Block			100	100	100	100	100	100	100	100	100	800		800
	<b>16</b>	<b>2,020</b>	<b>3,120</b>	<b>5,156</b>	<b>1,184</b>	<b>184</b>	<b>220</b>	<b>156</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>7,200</b>	<b>(1,000)</b>	<b>6,200</b>
<b>Chief Executive Other</b>														
ICT Programme	3,250	3,071	2,239	8,560	1,395	1,011	1,458	1,015	992	994	995	16,420		16,420
Private Sector Housing Grant - Adaptations	375	375	375	1,125	375	375	375	375	425	425	425	3,900		3,900
	<b>3,625</b>	<b>3,446</b>	<b>2,614</b>	<b>9,685</b>	<b>1,770</b>	<b>1,386</b>	<b>1,833</b>	<b>1,390</b>	<b>1,417</b>	<b>1,419</b>	<b>1,420</b>	<b>20,320</b>		<b>20,320</b>
<b>Total Chief Executive Department</b>	<b>3,625</b>	<b>3,446</b>	<b>2,714</b>	<b>9,785</b>	<b>1,870</b>	<b>1,486</b>	<b>1,933</b>	<b>1,490</b>	<b>1,517</b>	<b>1,519</b>	<b>1,520</b>	<b>21,120</b>		<b>21,120</b>
Waste Collection vehicles - Non P&V Fund			300	300	300				300	300		1,200	(1,200)	
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	
Emergency/Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000		3,000
<b>Total Other</b>	<b>2,300</b>	<b>2,300</b>	<b>2,600</b>	<b>7,200</b>	<b>2,600</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>	<b>2,600</b>	<b>2,600</b>	<b>2,300</b>	<b>24,200</b>	<b>(21,200)</b>	<b>3,000</b>

<p><b>Sports Infrastructure</b></p> <p>Selkirk 2G Synthetic Pitch Peebles 2G Synthetic Pitch (carpet replacement)</p> <p>Peebles 3G Synthetic Pitch</p> <p>Jedburgh 3G Synthetic Pitch Hawick 3G Synthetic Pitch</p> <p>Sports Trust Plant &amp; Services - Integrated Sport &amp; Culture Trust and Other Sports Trusts</p>	<p>Remainder of contract maintenance and contract completion on 2G pitch in Selkirk and allowance of future replacement of carpet Future replacement carpet for 2G pitch in Peebles</p> <p>Development of 3G pitch and changing facilities in Peebles, allowance for future replacement of carpet. Initial development part funded by Sports Scotland Development of 3G pitch Jedburgh, allowance for future replacement of carpet. Initial development part funded by Sports Scotland</p> <p>Development of 3G pitch Hawick and changing facilities, allowance for future replacement of carpet. Initial development part funded by Sports Scotland Capital funding to support the leisure trusts in improving and refurbishing the sports and leisure facilities they run which are owned by the Council.</p>
<p><b>Culture and Heritage</b></p> <p>Jim Clark Museum Sir Walter Scott Court House - Phase 1</p> <p>Sir Walter Scott Court House - Phase 2</p> <p>Great Tapestry of Scotland - Building</p>	<p>Transformation of 44 Newton Street into new Jim Clark Museum. Assumed £0.758m external funding from Heritage Lottery, Museums Galleries Scotland. Development of the Category A listed property in Selkirk, Phase 1 being the upgrading of the external fabric of the building and is supported by an allocation of grant funding from the Selkirk Conservation Area Regeneration Scheme (CARS). Phase 2 is a major redevelopment of the Courthouse and adjacent building to provide a modern and attractive visitors centre which has disability access and modernised and upgraded exhibition areas and displays. This project is subject to the securing of significant external funding.</p> <p>To provide the permanent home for the Great Tapestry of Scotland at Tweedbank. This includes the assumption of £2.5m external funding.</p>
<p><b>Economic Regeneration</b></p> <p>Central Borders Business Park - Phase 1</p> <p>Newtown St Boswells Village Centre</p> <p>Borders Town Centre Regeneration Fund Block</p>	<p>To support the development of a Business Park to maximise the inward investment using the opening of the Borders Railway as a catalyst to provide modern, sustainable business space to support the future growth of the Scottish Borders economy. The preparation of a feasibility study has commenced following match funding support by Scottish Enterprise as part of the South of Scotland Strategic Alliance. The proposed budget is included at £6m, with an assumption of £1m from Scottish Enterprise. This will form the first phase of the potential development of the railhead at Tweedbank and linked to City Deal and Railway blue print.</p> <p>To provide an initial development phase for the village centre regeneration, with the potential to lead to a wider programme of regeneration activity in the village centre.</p> <p>An indicative budget of £0.1m per annum in the Strategic Plan period has been identified to support the outcome of the Locality/Town review work that is being initiated.</p>
<p><b>Chief Executive Other</b></p> <p>ICT Programme Private Sector Housing Grant - Adaptations</p>	<p>Programme of works and projects across the Council for all IT replacement requirements and upgrades To provide grant funding to assist the provision of major adaptation to private sector housing following a needs and priority assessment by Social Work's Occupational Therapy Staff.</p>
<p><b>Other</b></p> <p>Waste Collection vehicles - Non P&amp;V Fund</p> <p>Plant &amp; Vehicle Replacement - P&amp;V Fund</p>	<p>Budget provided through specific funding supported by the Waste revenue budget to provide for the replacement of several refuse lorries not provided for via the Plant and Vehicle Fund.</p> <p>Fund is used to manage the replacement of plant and vehicles and is "replenished" by departmental revenue budgets over the life of the vehicle.</p>

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CAPITAL FUNDING	OPERATIONAL PLAN			Total Operational Plan £000	STRATEGIC PLAN							Grand Total £000
	2016/17 £000	2017/18 £000	2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	
<b>CFCR</b>												
Easter Langlee Cell Provision (from Landfill Provision)	(205)	(216)	(273)	(694)								(694)
Wilton Lodge Park	(20)	(20)		(40)								(40)
	<b>(225)</b>	<b>(236)</b>	<b>(273)</b>	<b>(734)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(734)</b>
<b>Specific Grants from Scottish Government</b>												
Cycling, Walking & Safer Streets	(125)	(157)	(182)	(464)	(191)	(199)	(211)	(221)	(232)	(244)	(247)	(2,009)
Selkirk Flood Protection	(8,861)			(8,861)								(8,861)
Hawick Flood Protection			(1,731)	(1,731)	(5,198)	(12,081)	(9,145)					(28,155)
Galashiels School Review						(2,666)	(6,000)	(6,820)	(2,746)	(3,667)		(21,899)
	<b>(8,986)</b>	<b>(157)</b>	<b>(1,913)</b>	<b>(11,056)</b>	<b>(5,389)</b>	<b>(14,946)</b>	<b>(15,356)</b>	<b>(7,041)</b>	<b>(2,978)</b>	<b>(3,911)</b>	<b>(247)</b>	<b>(60,924)</b>
<b>Other External Grants &amp; Contributions</b>												
Selkirk Town Centre (Streetscape works)		(100)		(100)								(100)
Innerleithen - Walkerburn - Shared access route		(20)	(130)	(150)								(150)
Kelso High School - Pitches (SportScotland)	(550)			(550)								(550)
Jim Clark Museum	(59)	(503)	(196)	(758)								(758)
Peebles 3G Synthetic Pitch	(300)			(300)								(300)
Jedburgh 3G Synthetic Pitch			(300)	(300)								(300)
Hawick 3G Synthetic Pitch	(300)			(300)								(300)
Wilton Lodge Park	(714)	(73)		(787)								(787)
Sir Walter Scott Court House - Phase 1	(178)			(178)								(178)
Sir Walter Scott Court House - Phase 2			(460)	(460)	(1,540)							(2,000)
Central Borders Business Park - Blueprint Funding		(1,000)		(1,000)								(1,000)
Great Tapestry of Scotland - Building	(2,500)			(2,500)								(2,500)
	<b>(4,601)</b>	<b>(1,696)</b>	<b>(1,086)</b>	<b>(7,383)</b>	<b>(1,540)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(8,923)</b>
<b>Developer Contributions</b>												
Peebles Bridge				0				(1,000)	(1,000)			(2,000)
Broomlands Primary School		(365)		(365)								(365)
General inc. school estate	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,000)
	<b>(100)</b>	<b>(465)</b>	<b>(100)</b>	<b>(665)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(1,100)</b>	<b>(1,100)</b>	<b>(100)</b>	<b>(3,365)</b>

CAPITAL FUNDING	OPERATIONAL PLAN			Total Operational Plan £000	STRATEGIC PLAN							Grand Total £000
	2016/17 £000	2017/18 £000	2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	
Estimated Capital Receipts	(1,273)	(1,800)	(1,130)	(4,203)	(2,910)	(1,000)	0	0	0	0	0	(8,113)
General Capital Grant	(11,222)	(11,000)	(11,000)	(33,222)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(110,222)
Plant & Vehicle Fund	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(20,000)
<b>Borrowing</b>												
Fleet - P&V - Waste Collection - from Dept'al Revenue			(300)	(300)	(300)			(300)	(300)			(1,200)
New Easter Langlee Waste Transfer Station - from Revenue		(4,569)		(4,569)								(4,569)
General Proposed Borrowing per approved Aug Exec.	(28,389)	(3,340)	(13,481)	(45,210)	(8,113)	(6,470)	(6,816)	(12,827)	(8,418)	(1,571)	(1,772)	(91,197)
	(28,389)	(7,909)	(13,781)	(50,079)	(8,413)	(6,470)	(6,816)	(12,827)	(8,718)	(1,871)	(1,772)	(96,966)
<b>TOTAL CAPITAL FUNDING</b>	<b>(56,796)</b>	<b>(25,263)</b>	<b>(31,283)</b>	<b>(113,342)</b>	<b>(31,352)</b>	<b>(35,516)</b>	<b>(35,272)</b>	<b>(32,968)</b>	<b>(25,796)</b>	<b>(19,882)</b>	<b>(15,119)</b>	<b>(309,247)</b>

Expenditure Profile per Proposed Capital Investment Plan	56,796	25,263	31,283	113,342	31,352	35,516	35,272	32,968	25,796	19,882	15,119	309,247
<i>Funding Gap (Under)/Over</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

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