

# Public Document Pack



## AUDIT AND SCRUTINY COMMITTEE FRIDAY, 31 AUGUST 2018

A SPECIAL MEETING of the AUDIT AND SCRUTINY COMMITTEE will be held in COMMITTEE ROOMS 2 AND 3, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS on FRIDAY, 31 AUGUST 2018 at 10.00 am.

J. J. WILKINSON,  
Clerk to the Council,

23 August 2018

<b>BUSINESS</b>		
1.	<b>Apologies for Absence.</b>	
2.	<b>Order of Business.</b>	
3.	<b>Declarations of Interest.</b>	
	<b>SCRUTINY BUSINESS</b>	
4.	<b>Call-In: Monitoring General Fund Revenue Budget 2018/19</b> (Pages 3 - 42) Consider Call-in of the decision of the Executive Committee of 22 August 2018 on the General Fund Revenue Budget Monitoring 2018/19.  Papers attached: (a) the Call-in Notice; (b) Extract from the Minute of the Executive Committee of 22 August 2018; (c) Report on the Monitoring of the General Fund Revenue Budget 2018/19 considered by the Executive Committee on 22 August 2018.	1 hour
5.	<b>Any Other Scrutiny Items which the Chairman Decides are Urgent.</b>	

### NOTES

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

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**Membership of Committee:-** Councillors S. Bell (Chairman), H. Anderson, K. Chapman, J. A. Fullarton, S. Hamilton, N. Richards, H. Scott, R. Tatler, E. Thornton-Nicol.

Also sent to: Councillors C. Ramage, S. Marshall, W. McAteer.

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Please direct any enquiries to Jenny Wilkinson Tel: 01835 825004  
Email: [jjwilkinson@scotborders.gov.uk](mailto:jjwilkinson@scotborders.gov.uk)

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**Request for Call-In – 22 August 2018**  
**General Fund Revenue Budget Monitoring 2018/19**

A Notice of Call-In has been received from Councillor Ramage, as follows:

I would like to call in the decision of the Executive meeting on 21 August 2018 at item 5 on the agenda - the quarterly report on the Monitoring General Fund Revenue Budget 2018/19.

I do not consider that there was sufficient examination at the meeting of the 41 pages of detail which comprised this series of papers. That may result in the view that there should have been amendments or additions to the recommendations.

The signatories are:

Councillor Clair Ramage (Lead Member)

Councillor Stuart Bell

Councillor Stuart Marshall

Councillor Watson McAteer

Councillor Harry Scott

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## **EXTRACT FROM MINUTE OF EXECUTIVE COMMITTEE OF 22 AUGUST 2018**

### **2. MONITORING OF THE GENERAL FUND REVENUE BUDGET 2018/19**

There had been circulated copies of a report by the Chief Financial Officer providing the budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 June 2018 and explanations of the major variances between projected outturn expenditure/income and the current approved budget. The report explained that after the first quarter of 2018/19 the Council was projecting pressures in excess of budget of £1.36m. However, action had been identified to offset the projected variance and these measures allowed a projected balanced position at 31<sup>st</sup> March 2019 to be forecast. Full delivery of these measures would allow all known pressures to be managed within the Council's overall 2018/19 revenue budget. This balanced position was dependent on the management actions being delivered during the remainder of the financial year. The revenue monitoring process during 2017/18 continued to use the existing methodology of agreeing financial projections with managers due to delays in developing reporting functionality within Business World. As a result of further development of system functionality in 2018/19, a new budget forecasting tool had been developed and tested and was now being used by finance staff. Final adjustments were now being made to the forecasting modeller before it was fully rolled out to all budget managers. Real time financial reporting with drill-down functionality to individual transaction level within Business World was also now available to Budget Managers. This additional financial information would assist Managers with the process of effective budget management. As shown in Appendix 3 to the report, as at 30 June 2018, 56% (£9.182m) of the savings required by the approved budget had been delivered within the current year. A further 44% (£7.232m) was profiled to be delivered during the remainder of 2018/19. Emphasis during 2018/19 needed to be placed on delivering the savings permanently per the 2018/19 Financial Plan especially considering the scale of the full year savings required (£16.414m). Full details of pressures, risks and challenges and the significant majority of areas of the Council's operation where budget plans remained on track were detailed in Appendix 1 to the report. In response to a concern that 23% of savings were being made on a temporary basis the Chief Financial Officer reassured Members, that, although some savings had been slower than anticipated, permanent savings would be made. Councillor Weatherston highlighted the challenges faced in trying to balance the Health and Social Care Budget.

### **DECISION**

#### **AGREED to:-**

- (a) note the projected corporate monitoring position reported at 30 June 2018, the pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1;**
- (b) approve the virements detailed in Appendix 2 to the report;**
- (c) note the progress made in achieving Financial Plan savings in Appendix 3 to the report;**
- (d) ask the Corporate Management Team to ensure measures continued to be taken to deliver a balanced budget in the current year; and**
- (e) reiterate support for a culture of sound financial management in all council departments to ensure the ongoing sustainability of the Council.**

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**MONTHLY REVENUE MANAGEMENT REPORT**  
**SCOTTISH BORDERS COUNCIL**

**2018/19**

**AT END OF MONTH: Jun-18**



Health & Social Care	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Child Protection	181	21	181	181	0	0	0	
Adult Protection	394	41	379	303	76	0	76	Staff turnover saving and managed reduced commitments
Emergency Duty Team	293	79	292	335	(43)	0	(43)	Over-establishment pressure assumed to continue due to service demands
Business Support - Staff Development	255	24	255	255	0	0	0	
Quality Improvement	211	48	171	184	(13)	0	(13)	Staffing pressure
Services in Criminal Justice System	1,123	45	1,139	1,184	(45)	45	0	
Safer Communities	441	(54)	441	441	0	0	0	Transfer of Community Policing budget from Neighbourhoods.
Older People	23,960	5,328	19,445	20,174	(729)	762	33	Demographic pressure in the Older Peoples service as in 2017/18.
Joint Learning Disability	16,644	2,638	17,316	17,296	20	150	170	Management of care packages delivering a small saving
Joint Mental Health	2,108	448	2,130	2,237	(107)	40	(67)	Increased client commitments
People with Physical Disabilities	5,831	568	3,358	3,553	(195)	51	(144)	Additional client pressure with increased number of care packages delivered
Generic Services	4,881	(2,636)	3,966	4,661	(695)	683	(12)	Additional care packages of £85k supported by managed savings.
<b>Total</b>	<b>56,322</b>	<b>6,550</b>	<b>49,073</b>	<b>50,804</b>	<b>(1,731)</b>	<b>1,731</b>	<b>0</b>	
Public Health	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	
Public Health	88	(34)	88	88	0	0	0	
<b>Total</b>	<b>88</b>	<b>(34)</b>	<b>88</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Key Highlights, Challenges and Risks**

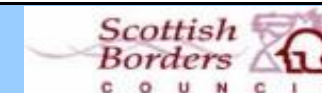
The Health and Social Care function is experiencing pressures which, if remedial action were not taken, would result in expenditure exceeding budget by £1.096m with pressures of £1.116m relating to functions delegated to the IJB and an underspend of £20k on non-delegated functions. Financial Plan savings to the value of £429k are forecast to not be achievable in the current year contributing to the forecast overspend.

Demographic pressures across all services continue to be experienced with an increased number of care packages, many of a more complex nature. The service has reviewed all current commitments and is able to manage these pressures of £1.096m within existing budgets by confirming revised funding assumptions for the development of the dementia care facility which can contribute one-off budget in 2018/19, emphasis on delivery of service efficiencies and a review of care packages.

Additional Social Care funding of £1.537m has been fully used in funding the Cosla Carehome uplift of 3.39%, (£402k), impact of the Carers Act (£322k), paying living wage of £8.75 per hour to commissioned services with the balance being used to fund

the impact of the Scottish Living Wage on sleep-overs.





Children & Young People	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Early Years	6,689	1,479	6,650	7,544	(894)	894	0	£1,424k allocated from Scottish Government in respect of 1140 hours 2018/19 rollout. Transfer available budget to cover two additional part year Social Worker posts in Children & Families (£50k). 2018/19 CPD Allocation £2k.
Primary Schools	30,377	7,393	31,693	33,106	(1,413)	1,413	0	Pupil Equity Funding allocation £1.391m. CPD Allocation £35k. Reduction of (£12k) to reflect probationer funding for 2017/18 summer term.
Secondary Schools	39,588	9,659	40,665	41,191	(526)	526	0	Pupil Equity Funding allocation £451k. CPD Allocation £31k. £45k to reflect probationer funding for 2017/18 summer term.
Additional Support Needs	10,505	2,137	10,465	10,472	(7)	7	(0)	The commencement of the new academic year will allow support teacher numbers and ANA numbers and budget availability to be confirmed by September 2018. 2018/19 CPD Allocation £7k.
Children & Families Social Work	15,294	3,086	15,290	15,040	250	(250)	0	Reduced one-off 18/19 Financial Plan investment in prevention, intervention and innovation in order to contribute to corporate pressures this financial year (£300k). £50k transferred from Early Years to cover two additional part year Social Workers.
Educational Psychology	647	37	647	647	0	0	0	Financial Plan saving on commissioned services forecast to be delivered in full.
Central Schools	4,842	(937)	4,754	2,756	1,998	(1,998)	0	Transfer (£25k) to Legal Services to part fund a dedicated school estate Solicitor and (£25k) to Human Resources to part fund dedicated support. Devolve probationer funding to Primary and Secondary Schools for 2017/18 summer term (£32k).£63k allocated from Scottish Government in respect of 1+2 Language Funding.
School Meals	1,782	(171)	1,782	1,782	0	0	0	
School Transport	3,627	(1)	3,627	3,627	0	0	0	
Community Learning & Development	1,219	244	1,219	1,219	0	0	0	
<b>Total</b>	<b>114,568</b>	<b>22,926</b>	<b>116,792</b>	<b>117,384</b>	<b>(592)</b>	<b>592</b>	<b>0</b>	

**Key Highlights Challenges & Risks**

Management have taken steps to recognise areas of challenge within the service during 2018/19 and through targeted actions have ensured appropriate support is provided to schools, where required, in response to identified needs. These include additional the requirement for additional investment in 3 of the region's most deprived schools (£190k), additional investment in attainment, collaboration and innovation (£230k), additional social workers (£70k) to manage significant risk within the Children and Families service, additional Deputy Head-teachers within Hawick High School (£147k) and projected demand-driven pressure within Out of Area Placements where, despite rigorous planning and management, the numbers of children placed, particularly in intensive and secure settings, remains higher than budgeted (£150k) - This latter pressure has not yet been included as some of the drivers are very recent and work is still being undertaken to identify the full impact and identify appropriate mitigation.

The commencement of the new academic year will allow teacher numbers and budget availability in both Primary and Secondary to be confirmed by September 2018.

These pressures are, in the main, being met from a range of balances and planned savings including the targeted use of school DSM carry forwards (£600k), the targeted use of 18/19 Pupil Equity Funding (total allocation of £1.841m) and other additional grant funding.

A total of £802k of budget has been carried forward from 2017/18 and allocated out to Primary and Secondary schools, under the DSM scheme, this financial year.



Area of key risk pertains to Placements within Children and Families - £400k Financial Plan saving targeted made challenging by recent increase in number of foster, out of area and secure placements - this is being heavily managed currently. Further potential pressures attributable to Non-Domestic Rates, Energy & Utilities and Cleaning costs within new High School and new Primary Schools which opened last year are being investigated.

**MONTHLY REVENUE MANAGEMENT REPORT  
SCOTTISH BORDERS COUNCIL**

**2018/19**

**AT END OF MONTH: Jun-18**



Customer & Communities	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Business Support	6,564	1,509	6,172	6,172	0	0	0	
Business Planning Performance & Policy Development	1,033	210	1,019	993	26	(26)	0	£26k underspend in staffing and discretionary spend to support undeliverable Financial Plan savings.
Community Planning & Engagement	588	66	618	618	0	0	0	
Localities Fund	300	37	800	750	50	(50)	0	£50k Budget transfer of Locality Public Nuisance Fund to Neighbourhood Services
Customer Advice & Support Services	3,175	894	3,106	2,969	137	(137)	0	£116k reduced spend in employee costs, travel and discretionary spend to support undeliverable Financial Plan savings. £21k budget allocated during financial planning for DHP admin being removed from service as the funding is now being received directly by department.
Democratic Services	1,386	397	1,364	1,351	13	(13)	0	Reduced projected spend in civic functions (£7k) and member travel (£6k) to support undeliverable Financial Plan savings.
Business Change & Programme Management	422	185	473	473	0	0	0	
Discretionary Housing Payments	58	34	58	58	0	0	0	
Housing Benefits	593	(2,035)	593	593	0	0	0	Significant credit is a result of year end accruals. This forms part of the review of accounting practises associated with Housing Benefit currently underway.
Non Domestic Rates Relief	150	169	172	172	0	0	0	
Scottish Welfare Fund	492	107	492	492	0	0	0	
Corporate Savings	(2,572)	(7)	(2,187)	(683)	(1,504)	1,504	0	£1.504m of Digital Transformation savings not achievable in year, being met from projected underspends across the council.
<b>Total</b>	<b>12,188</b>	<b>1,566</b>	<b>12,680</b>	<b>13,958</b>	<b>(1,278)</b>	<b>1,278</b>	<b>0</b>	

**Key Highlights, Challenges & Risks**

The service is projecting a balanced position overall. A review of Housing Benefit Accounting practises is underway and will report back once complete. Corporate Digital Transformation savings are shown within the service and an in year pressure of £1.504m been identified, this has been vired in from other departments. A £500k Digital Transformation saving is still to be identified from across the Council.

Finance, IT & Procurement	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Chief Executive	392	51	389	389	0	0	0	
Finance	4,049	1,559	4,103	4,103	0	0	0	
Information Technology	11,332	3,579	11,380	11,380	0	0	0	
Corporate Savings	(232)	0	(232)	(232)	0	0	0	Corporate Commissioning saving to be delivered
Capital Financed from Current Revenue	0	0	218	218	0	0	0	
Interest on Revenue Balances	(20)	0	(20)	(20)	0	0	0	
Loan Charges	20,467	4,072	20,467	18,667	1,800	(1,800)	0	Reduced borrowing requirement due to favourable interest rates (£1.8m) to support corporate budget pressures.
Provision for Bad Debts	125	(3)	125	125	0	0	0	
Recharge to Non-General Fund	(701)	0	(701)	(701)	0	0	0	
<b>Total</b>	<b>35,412</b>	<b>9,258</b>	<b>35,729</b>	<b>33,929</b>	<b>1,800</b>	<b>(1,800)</b>	<b>0</b>	

**Key Highlights, Challenges & Risks**

Following the introduction of Business World the staffing restructure in Finance and Procurement is now complete delivering £500k of permanent savings. Work continues to embed the new processes in relation to Business World.

Human Resources	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Human Resources	3,439	597	3,422	3,417	5	(5)	0	Reduced requirement in enhanced pension payments (£30k) to support undeliverable Financial Plan savings. £25k Coming to HR from Central Schools as a contribution to additional HR Support
HR Shared Services	642	209	660	660	0	0	0	
Early Retirement/Voluntary Severance	67	(7)	67	67	0	0	0	
Communications & Marketing	466	126	452	502	(50)	50	0	SB Connect advertising saving (£50k) met permanently through other budgets
Corporate Transformation	773	94	991	1,022	(31)	31	0	Grant Review Savings (£31k) met permanently through other budgets
Corporate Savings	(1,509)	0	(948)	30	(978)	978	0	Organisational Efficiency savings and Workforce Transformation savings not being fully delivered are being met temporarily through available loan charges and 2017/18 underspends.
<b>Total</b>	<b>3,877</b>	<b>1,019</b>	<b>4,644</b>	<b>5,698</b>	<b>(1,054)</b>	<b>1,054</b>	<b>0</b>	

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**Key Highlights, Challenges & Risks**

The corporate Transformation budget is now reflected under the HR service in recognition of the change of Service Director responsibility. Corporate savings for Organisational Efficiency and Workforce Transformation are included here as the Service Director HR is the lead officer on these programmes.

**MONTHLY REVENUE MANAGEMENT REPORT**  
**SCOTTISH BORDERS COUNCIL 2018/19**

**AT END OF MONTH: Jun-18**



Regulatory Services	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Planning Services	648	(614)	622	705	(83)	83	0	£24k budget transfer to fund pressures across the Council. Potential pressure in Planning & building standards fee income partially offset by £107k budget transfer from Waste Services. Future fee levels will be monitored closely.
Assessor & Electoral Registration Services	658	154	652	652	0	0	0	
Passenger Transport	2,140	1,261	2,112	2,045	67	(67)	0	£50k Transport interchange underspend to fund pressures across the Council. £17k budget transfer to Cleaning Services to fund Transport Interchange Cleaner.
Audit & Risk	332	96	328	328	0	0	0	
Legal Services	726	169	708	733	(25)	25	0	£25k budget from central schools to part fund a dedicated school estates Solicitor
Protective Services	1,579	333	1,527	1,527	0	0	0	
Housing Strategy & Services	1,568	395	4,821	4,806	15	(15)	0	Staff savings available to fund pressures across the Council.
<b>Total</b>	<b>7,650</b>	<b>1,794</b>	<b>10,770</b>	<b>10,796</b>	<b>(26)</b>	<b>26</b>	<b>0</b>	

**Key Highlights, Challenges & Risks**

The Planning service is highly dependent on fee income to achieve their budget target. The 1st quarter of 2018/19 has seen lower levels of income than the previous year. Actual income will be monitored closely on a monthly basis to determine impact on outturn position.

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Budget Virement Requirement

Corporate

No. of Virements 1

1 Virement is required from

		2018/19	2019/20	2020/21
Department Service	Asset & Infrastructure	£	£	£
	Major Projects	(30,000)	0	0
	Property & Facilities Management	(150,000)	0	0
Department Service	Culture & Sport	£	£	£
	Sports Services	(40,000)	0	0
Department Service	Economic Development & Corporate Services	£	£	£
	Corporate Policy	(10,000)	0	0
Department Service	Children & Young People	£	£	£
	Children & Families Social Work	(300,000)	0	0
	Early Years	(482,000)	(482,000)	(482,000)
	Central Schools	(63,000)	(63,000)	(63,000)
Department Service	Customer & Communities	£	£	£
	Customer Advice & Support Services	(21,000)	(21,000)	(21,000)
Department Service	Finance, IT & Procurement	£	£	£
	Loan Charges	(1,000,000)	(282,000)	(282,000)
Department Service	Human Resources	£	£	£
	Human Resources	(30,000)	(30,000)	(30,000)
Department Service	Regulatory Services	£	£	£
	Passenger Transport	(50,000)	0	0
	Planning Services	(24,000)	(8,000)	(8,000)
	Housing Strategy & Services	(15,000)	(15,000)	(15,000)
Department Service	Financed by	£	£	£
	Council Tax Reduction Scheme	(635,000)	(635,000)	(635,000)
Department Service	Customer & Communities	£	£	£
	Customer Advice & Support Services	(116,000)	0	0
	Business Planning & Policy Development	(26,000)	0	0
	Democratic Services	(13,000)	0	0
Department Service	Financed by	£	£	£
	Reserves	(768,000)	0	0

**To**

	2018/19	2019/20	2020/21
Department	Health & Social Care	£	£
Service	Services in Criminal Justice System	45,000	0
	Generic Services	380,365	330,365
	Joint Learning Disability	149,551	139,551
	Older People	1,049,911	699,911
	People with Physical Disabilities	1,173	1,173
	Joint Mental Health	40,000	0

Department	Asset & Infrastructure	£	£
Service	Fleet Management Services	50,000	0
	Cleaning & Facilities Management	60,000	60,000
	Neighbourhood Operations	244,000	144,000
	Property & Facilities Management	168,000	0

Department	Human Resources	£	£
Service	Communications & Marketing	50,000	50,000
	Corporate Transformation	31,000	0

Department	Customer & Communities	£	£
Service	Corporate Savings	1,504,000	0

Department	Finance, IT & Procurement	£	£
Service	Finance	0	111,000

**Because**

Reallocation of Corporate budgets to address corporate pressures across the Council. Details can be found in the monitoring report.
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**Budget Virement Requirement**

**Assets & Infrastructure**

**No. of Virements 2**

**1 Virement is required from**

Department	Assets & Infrastructure	2018/19	2019/20	2020/21
Service	Waste Management Services	£	£	£
Budget Head	Employee Costs	(107,000)		

**To**

Department	Regulatory Services	2018/19	2019/20	2020/21
Service	Planning	£	£	£
Budget Head	Income	107,000		

**Because**

Transfer of budget from Waste Services towards Planning & Building Standards Fee Income pressure.

**2 Virement is required from**

Department	Asset & Infrastructure	2018/19	2019/20	2020/21
Service	Network & Infrastructure Asset Management	£	£	£
Budget Head	Income	(215,000)	0	0

**To**

Department	Asset & Infrastructure	2018/19	2019/20	2020/21
Service	Property Management Services	£	£	£
Budget Head	Premises Related Expenditure	215,000	0	0

**Because**

Additional management fee income to offset pressure resulting from delays in implementation of property rationalisation.

Budget Virement Requirement

Children & Young People

No. of Virements 5

**1 Virement is required from**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Central Schools	£	£	£
Budget Head	Third Party Payments	(1,841,280)	0	0

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	1,390,680	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	450,600	0	0

**Because**

To allocate Pupil Equity Funding (PEF) to Primary and Secondary schools.

**2 Virement is required from**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(73,885)		

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Early Years	£	£	£
Budget Head	Third Party Payments	1,629	0	0

Service	Primary Schools	£	£	£
Budget Head	Third Party Payments	34,538	0	0

Service	Secondary Schools	£	£	£
Budget Head	Third Party Payments	30,696	0	0

Service	Additional Support Needs	£	£	£
Budget Head	Third Party Payments	7,022	0	0

**Because**

To devolve Continuing Professional Development (CPD) budget to Early Years, Primary Schools, Secondary Schools and Additional Support Needs for Teachers training.

**3 Virement is required from**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(32,184)	0	0

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Primary Schools	£	£	£
Budget Head	Employee Costs	(12,556)	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	44,740	0	0

**Because**

To devolve budgets to Primary and Secondary Schools to reflect probationer recruitment for the 2017/18 summer term.

**4 Virement is required from**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(50,425)	0	0

**To**

Department	Regulatory Services	2018/19	2019/20	2020/21
Service	Legal Services	£	£	£
Budget Head	Employee Costs	25,425	0	0

Department	Human Resources	2018/19	2019/20	2020/21
Service	Human Resources	£	£	£
Budget Head	Employee Costs	25,000	0	0

**Because**

To transfer budget from Central Schools to Regulatory Services to fund dedicated legal support for the School Estates Review and to Human Resources to part fund dedicated support.

**5 Virement is required from**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Early Years	£	£	£
Budget Head	Employee Costs	(50,000)	0	0

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Children & Families Social Work	£	£	£
Budget Head	Employee Costs	(50,000)	0	0

**Because**

To transfer budget from Early Years to cover two additional part year Social Workers in Children & Families.

Budget Virement Requirement

Health & Social Care

No. of Virements 1

**1 Virement is required from**

Department	Health & Social Care	2018/19	2019/20	2020/21
Service	Older People	£	£	£
Budget Head	Third Party Payments	(300,000)		

**To**

Department	Health & Social Care	2018/19	2019/20	2020/21
Service	Generic services	£	£	£
Budget Head	Transfer Payments	250,000		

Service	People with Physical Disabilites	£	£	£
Budget Head	Transfer Payments	50,000		

**Because**

Transfer of Budget form Older People to Generic and Physical Disabilites to meet current demand pressures
---

Budget Virement Requirement

Customer & Communities

No. of Virements 2

**1 Virement is required from**

Department	Customer & Communities	2018/19	2019/20	2020/21
Service	Localities Fund	£	£	£
Budget Head	Supplies & Services	(50,000)		

**To**

Department	Assets & Infrastructure	2018/19	2019/20	2020/21
Service	Neighbourhood Services	£	£	£
Budget Head	Supplies & Services	50,000		

**Because**

Transfer from Locality Public Nuisance fund to Neighbourhood services to fund the delay in the removal of bedding plants.
---

Budget Virement Requirement

Finance, IT & Procurement

No. of Virements 1

**1 Virement is required from**

Department	Finance, IT & Procurement	2018/19	2019/20	2020/21
Service	Finance & Pensions & Investment	£	£	£
Budget Head	Loan Charges	(800,000)		

**To**

Department	Human Resources	2018/19	2019/20	2020/21
Service	Corporate Savings	£	£	£
Budget Head	Employee Costs	800,000		

**Because**

Reduced borrowing requirement due to favourable interest rates to support corporate pressures.

**Budget Virement Requirement**

**Regulatory Services**

**No. of Virements 1**

**1 Virement is required from**

Department	Regulatory Services	2018/19	2019/20	2020/21
Service	Passenger Transport	£	£	£
Budget Head	Employee Costs	(16,556)	(16,556)	(16,556)

**To**

Department	Assets & Infrastructure	2018/19	2019/20	2020/21
Service	Cleaning Services	£	£	£
Budget Head	Employee Costs	16,556	16,556	16,556

**Because**

Permanent transfer of budget to fund Galashiels Transport Interchange cleaner to reduce recharging across Council services.
---

**Budget Virement Requirement**

**Financed by**

**No. of Virements 3**

**1 Virement is required from**

Department	Financed by	2018/19	2019/20	2020/21
Service	Revenue Support Grant (RSG)	£	£	£
Budget Head	Income	(1,424,261)	0	0

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Early Years	£	£	£
Budget Head	Employee Costs	1,424,261	0	0

**Because**

To allocate grant funding from Scottish Government for Early Learning and Childcare 1140 hours expansion 2018/19 rollout.

**2 Virement is required from**

Department	Financed by	2018/19	2019/20	2020/21
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(63,000)	0	0

**To**

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Central Schools	£	£	£
Budget Head	Third Party Payments	63,000	0	0

**Because**

To allocate Revenue Support Grant funding for implementation of the 1+2 language policy.



**3 Virement is required from**

Department	Financed by	2018/19	2019/20	2020/21
Service	Reserves	£	£	£
Budget Head	Capital Financing Costs	(261,000)	0	0

**To**

Department	Human Resources	2018/19	2019/20	2020/21
Service	Corporate Savings	£	£	£
Budget Head	Employee Costs	178,000	0	0

**To**

Department	Asset & Infrastructure	2018/19	2019/20	2020/21
Service	Property Management Services	£	£	£
Budget Head	Premises Related Expenditure	18,000	0	0

**To**

Department	Health & Social Care	2018/19	2019/20	2020/21
Service	Older People	£	£	£
Budget Head	Third Party Payments	12,000	0	0

**To**

Department	Health & Social Care	2018/19	2019/20	2020/21
Service	Generic Services	£	£	£
Budget Head	Third Party Payments	53,000	0	0

**Because**

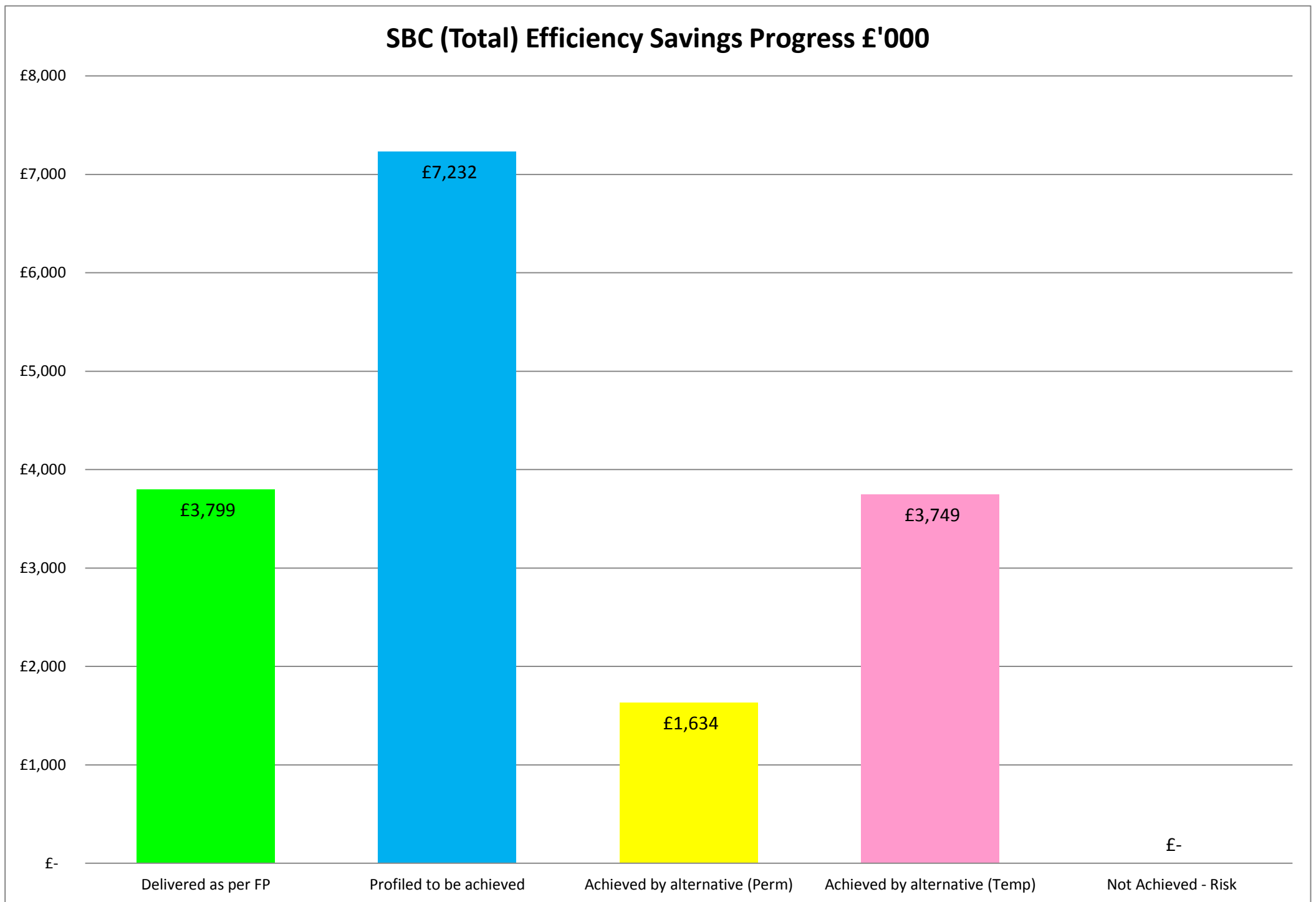
Use of 2017/18 underspend to address corporate pressures.
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FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

SBC Total

Status	Saving £'000	Saving %
Delivered as per FP	£ 3,799	23%
Profiled to be achieved	£ 7,232	44%
Achieved by alternative (Perm)	£ 1,634	10%
Achieved by alternative (Temp)	£ 3,749	23%
Not Achieved - Risk	£ -	0%
	<b>16,414</b>	<b>100%</b>



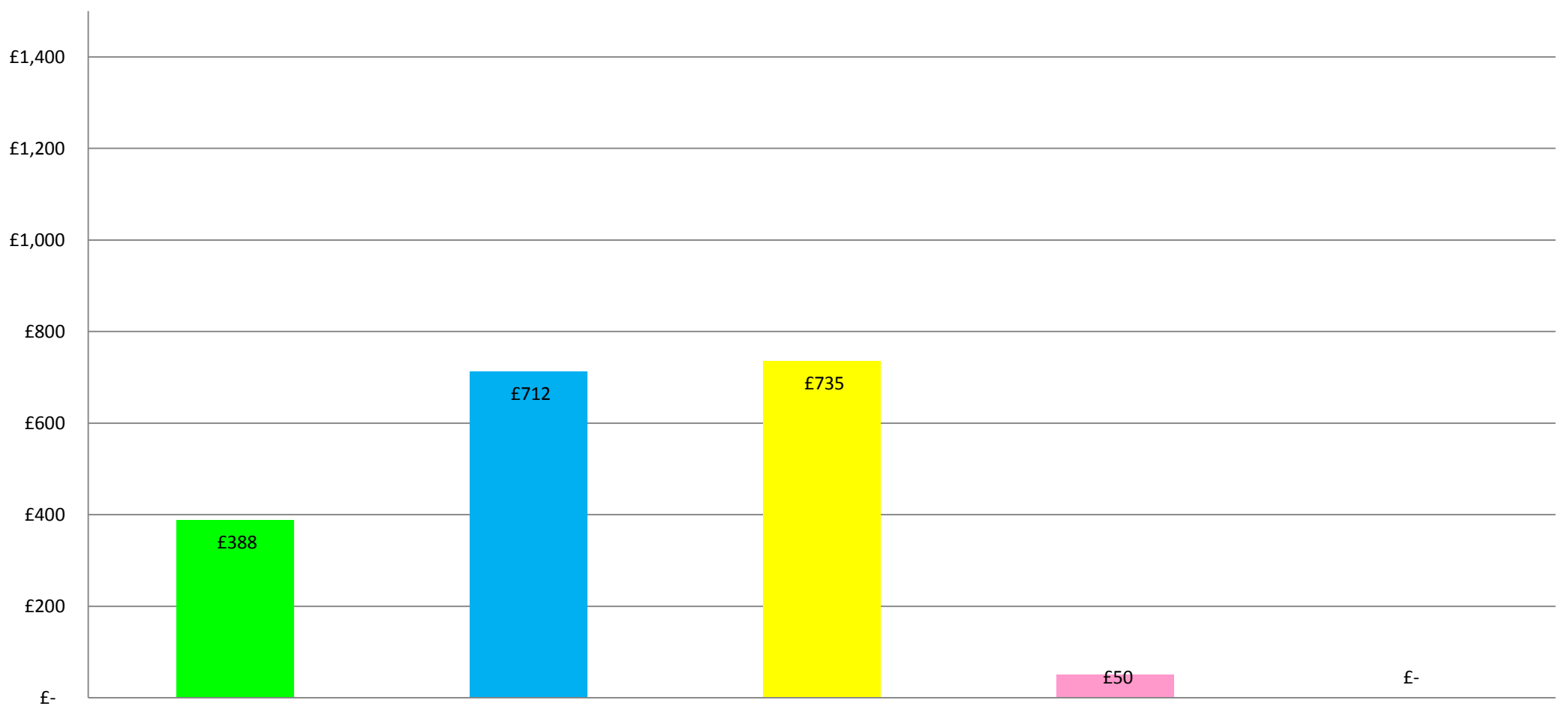
FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

CONTRACTED SERVICES

Savings :

£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>					
SBCares - 2016/17 Contribution increase not delivered permanently	236		236		
SBCares - 2017/18 Contribution increase not delivered permanently	177		177		
<b>2018/19 Savings:</b>					
SB Cares Contribution to SBC General Fund per Original Business Case	162		162		
SB Cares Structure Review					
Implement relief staff management tool	80	80			
Offer new relief bank of staff agency service for other Borders providers at commercial rate.	20		20		
Implement equitable support worker structure in Care Homes	20	10	10		
Review of how Sleep-Ins are provided	80	40	40		
Review of Finance System – use Business World as an alternative - Licence & Maintenance Fee Saving	20		20		
Increase pool car fleet in homecare	20	20			
Review provision of fleet across all services	10	10			
Brokerage service – Management fee for promoting services – Community provision e.g. Care & Repair	10		10		
East Lothian collaboration for the provision of Alarms Service	200	150		50	
Review of Bordercare and Community Equipment Service delivery structures	80	20	60		
Improved Workforce Absence Management	75	75			
Improved Workforce Additional Hours Management - avoiding premium overtime rate	75	75			
Management Fee Reduction to Live Borders	388	388			
Corporate Commissioning	232	232			
	<b>1,885</b>	<b>388</b>	<b>712</b>	<b>735</b>	<b>50</b>
					<b>0</b>

Contracted Services Savings £000's



Delivered as per FP

Profiled to be achieved

Achieved by alternative (Perm)

Achieved by alternative (Temp)

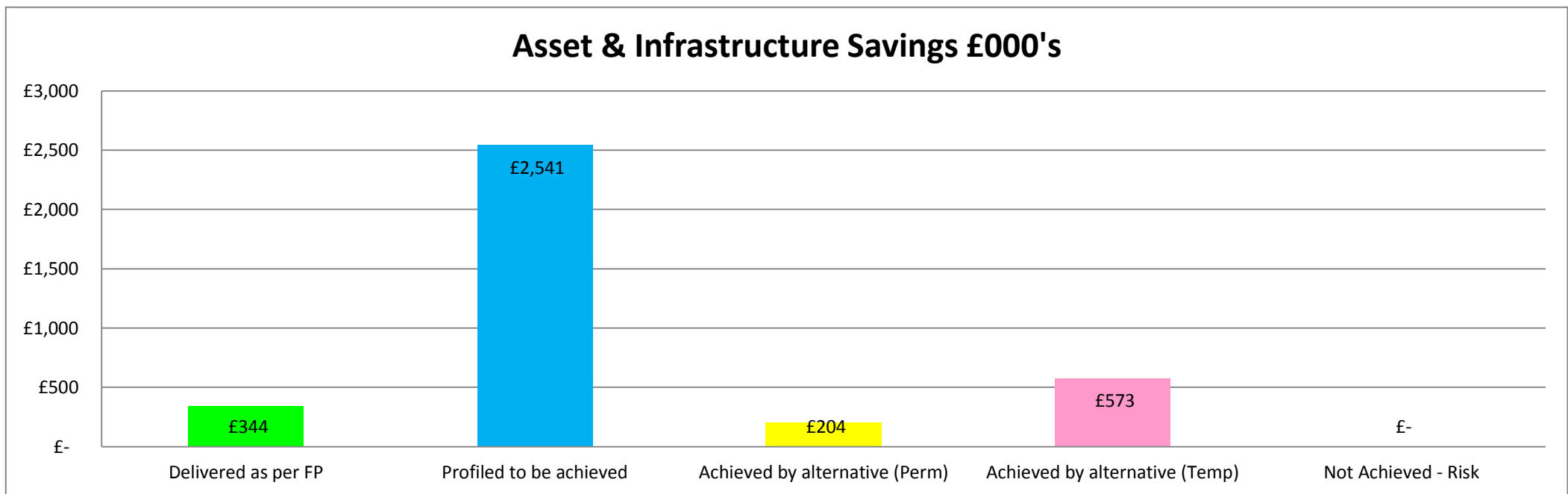
Not Achieved - Risk

**FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19**

**ASSETS & INFRASTRUCTURE**

**Savings :**

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>						
Roads review savings	444		444			
Cleaning Services Rationalisation (inc Janitor, crossings)	260		260			
More efficient property and asset portfolio	120	20			100	
Review of Street Lighting provision (SLEEP project)	62		62			
Increase in minimum rental charge (property & allotments)	20		20			
Develop an Integrated Waste Plan	234		234			
New delivery model for Public Toilet provision	144			144		
Place Fees & Charges	111		111			
Charge Estate Management time	25		25			
Modernise Winter operations	100		100			
Neighbourhoods home to work mileage	20		20			
Janitorial Review	50		50			
Energy Efficiency Project	34		34			
<b>2018/19 Savings:</b>						
Energy Efficiency Project	119		51		68	
PPP - Savings in contract utility costs	100		100			
Staff Canteen Efficiency	60		60			
Catering - increased income from expansion of nursery hours	71		71			
Catering - increased income from higher Secondary Schools meals uptake.	75		75			
Catering - Marketing budget reduction	20	20				
Cleaning Service Rationalisation	20		20			
Cleaning - Review of School Crossing Pastrol provision	60			60		
Projects - Feasibility budget reduction	30	30				
Review of Winter working patterns / overtime	50		50			
Neighbourhoods - Grass cutting, Biodiversity, Floral Detail, Access	345		245		100	
Education Grounds Maintenance	20		20			
Roads Review savings	100		100			
Increased surplus from Fleet Management	56	56				
Waste : Kerbside Collection Review	175		175			
Waste : Leachate Management budget reduction	100	100				
Waste : Community Recycling Centres	40		40			
Waste Fees & Charges	105	105				
Additional Income across A&I	8	8				
Corporate - Property & Assets	284	5	24		255	
Corporate - Vehicle Tracking and Scheduling	100		50		50	
Corporate Landlord	100		100			
	<b>3,662</b>	<b>344</b>	<b>2,541</b>	<b>204</b>	<b>573</b>	<b>0</b>



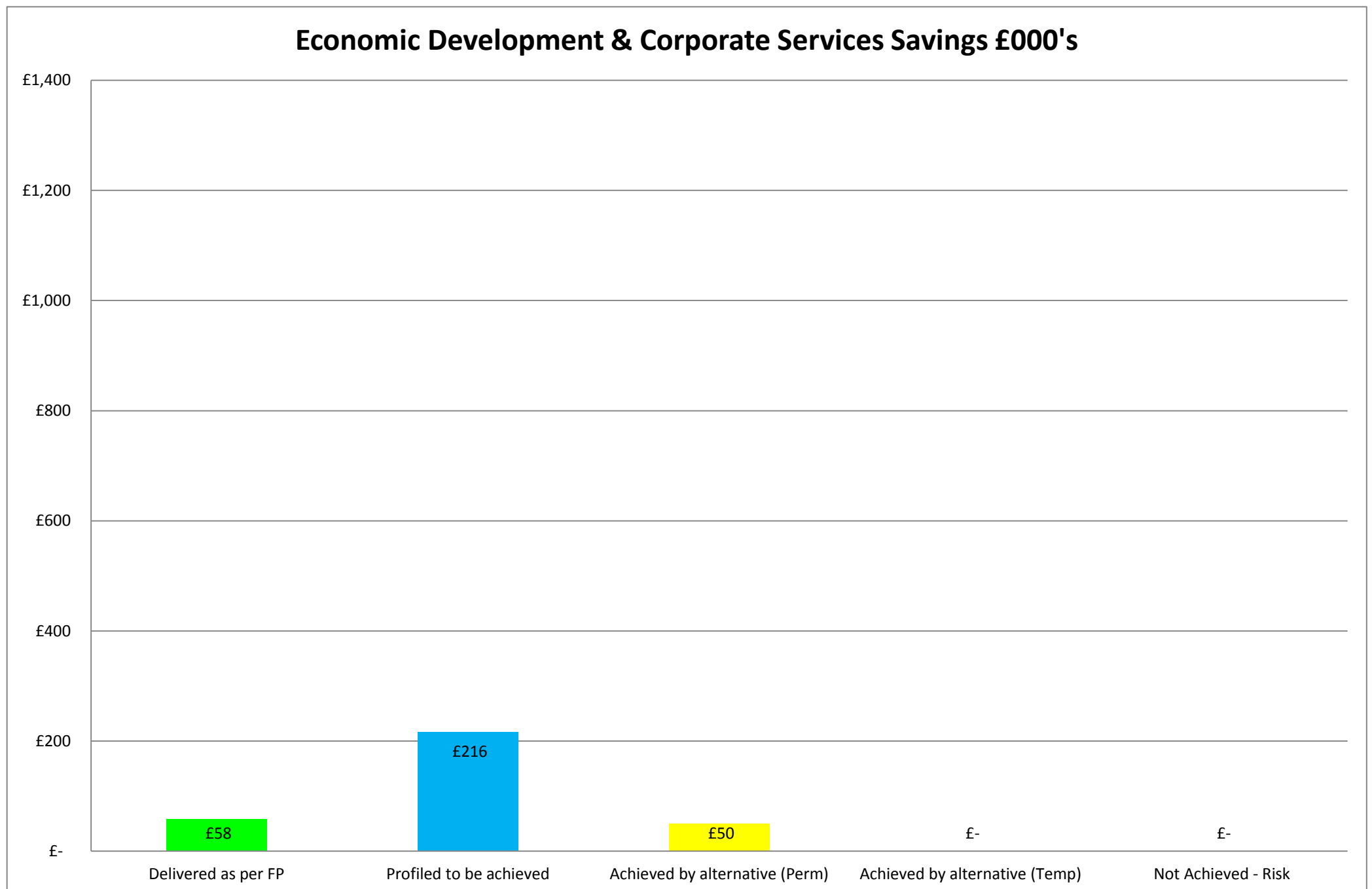


FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

ECONOMIC DEVELOPMENT & CORPORATE SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>						
SBConnect Advertising	50			50		
Reduction in external printing costs	25		25			
Reduction in printing contract through contract renewal	30		30			
Savings in Housing Strategy & Services	11		11			
<b>2018/19 Savings:</b>						
Shared Service opportunities with Dumfries & Galloway	150		150			
Business Gateway	10	10				
Housing Strategy savings	30	30				
Commercial Rent income	0					
Travel in Emergency Planning	4	4				
Resilient Communities materials budget	5	5				
Communications Web and Digital Media post	9	9				
	<b>324</b>	<b>58</b>	<b>216</b>	<b>50</b>	<b>0</b>	<b>0</b>







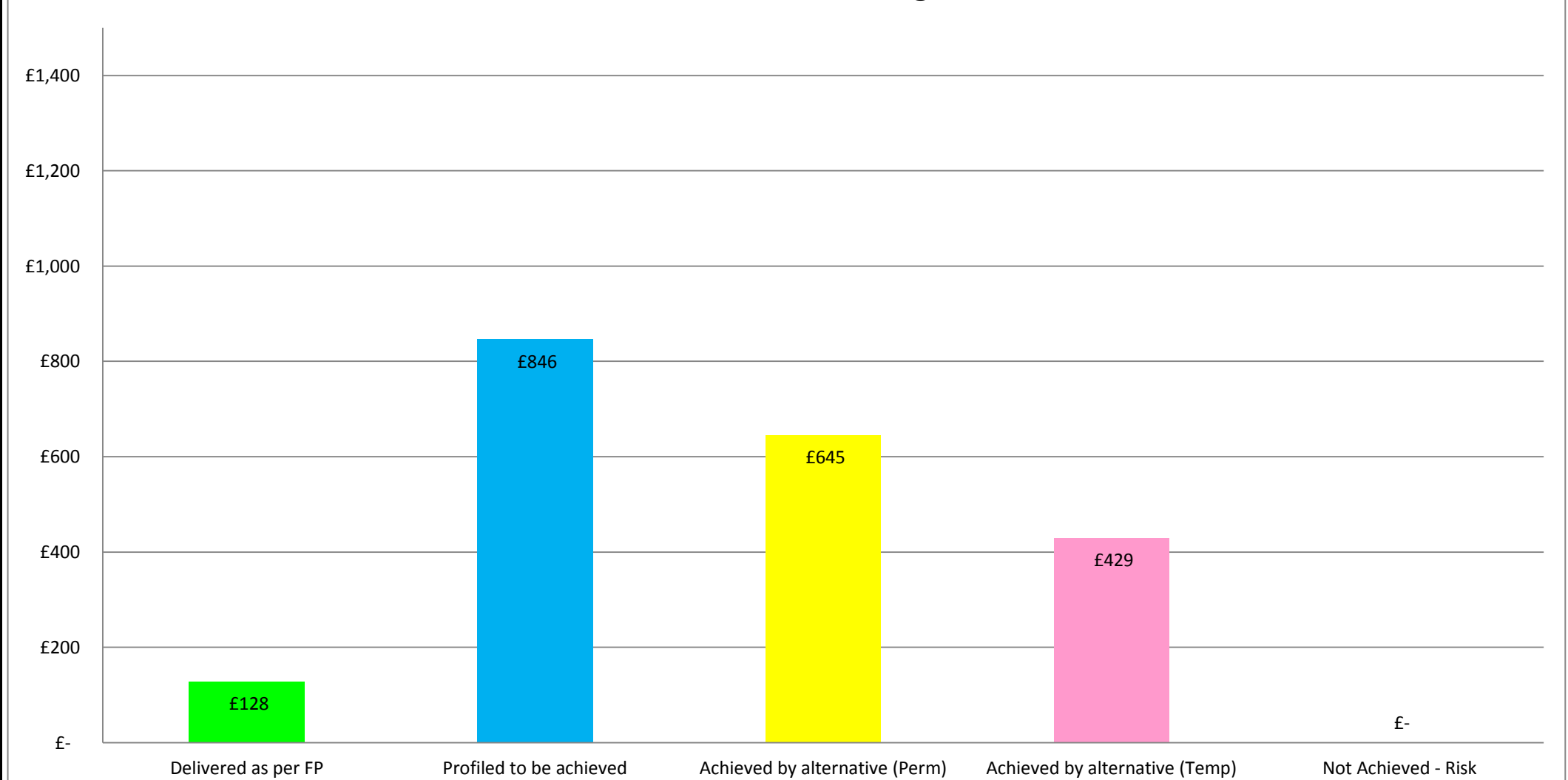
FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

HEALTH & SOCIAL CARE

Savings :

£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>£'000</b>					
<b>Brought Forward Savings</b>					
Review of Business Management & Specialist posts	53			53	
Review of Commissioning arrangements	597		597		
<b>2018/19 Savings:</b>					
Purchase Criminal Justice Service (CJS) training (e.g. Health and Safety) from Scottish Borders Council instead of an external provider	2	2			
Review of Day Services (Older People and Learning Disability)	290		145	145	
Review of non-day service functions from SB Cares	100			100	
Review and recommission of Specialist Care and Support Services (Older People)	250			250	
Review the Shopping Service (Older People)	41	23			18
Review Commissioned Services including SB Cares within Learning Disability Service	100			100	
Decommission Learning Disability Services with new alternatives.	76	66	10		
Reduction in Night-Time Support (note the wider context of a future strategic review of Night-Time Support) (Learning Disability)	74		74		
Decommission Learning Disability Services delivered by Borders College	24	24			
Decommission a specific Adults with Learning Disability contract	10			10	
Decommission 2 Mental Health services with identified alternatives	53	13		40	
Greater Use of Technology	100			100	
Undertake a productivity review programme across Adult Social Work services	88				88
Review management arrangements across all Adult social work services	60				60
Review Community Based Services (considering posts / skill mix) covering Occupational Therapy and Social Work	110				110
Review all small grants, contributions to communities and payments to 3rd sector organisations	20		20		
	<b>2,048</b>	<b>128</b>	<b>846</b>	<b>645</b>	<b>429</b>
					<b>0</b>

Health & Social Care Savings £000's



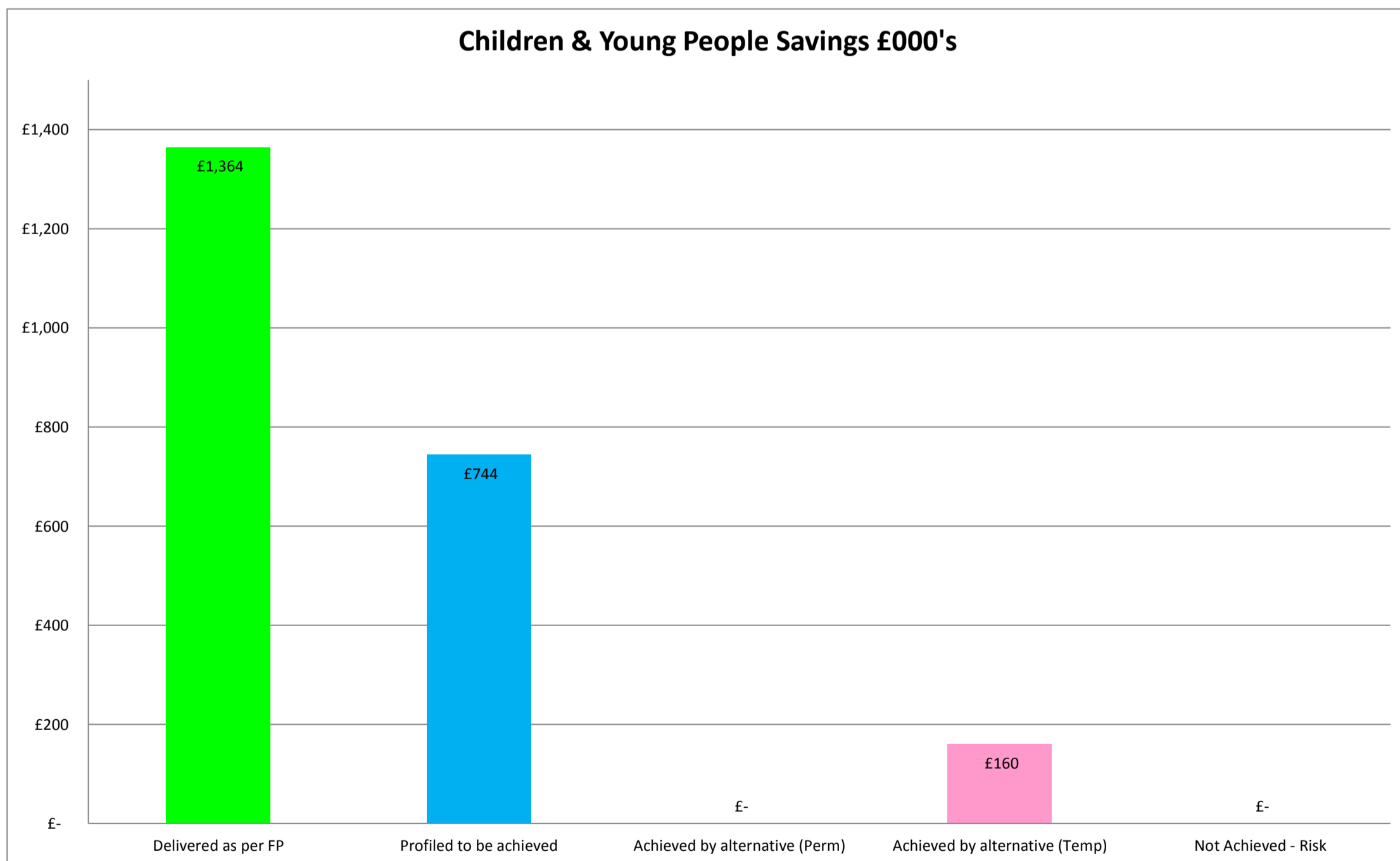


FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

CHILDREN & YOUNG PEOPLE

Savings :	£'000	Delivered as per FP	Profiled to be achieved*	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>						
School Library Review	125				125	
Review Outdoor Education Service	55	55				
<b>2018/19 Savings:</b>						
Review of Early Years Service aligning budget with 2017/18 service delivery	320	320				
Reduction in Teacher Numbers	230	218	12			
School Estate Review	85	85				
Music Tuition Review	50		35		15	
Outdoor Education Review	55	35			20	
School Library Review	75		75			
Central Schools Review	476	476				
ASN Passenger Transport Review	200	170	30			
Children & Families Social Work – reduce external placements	400		400			
Review of Children & Families Social Work service	100		100			
Reduce the Social Work team by 1 FTE	42		42			
Increased Fees & Charges	5	5				
Review of Community Learning & Development (CLD) service (Adults & Youth)	50		50			
	<b>2,268</b>	<b>1,364</b>	<b>744</b>	<b>0</b>	<b>160</b>	<b>0</b>

\* Profiled to be achieved is indicative of the academic year running from Mid-August 2018 to June 2019

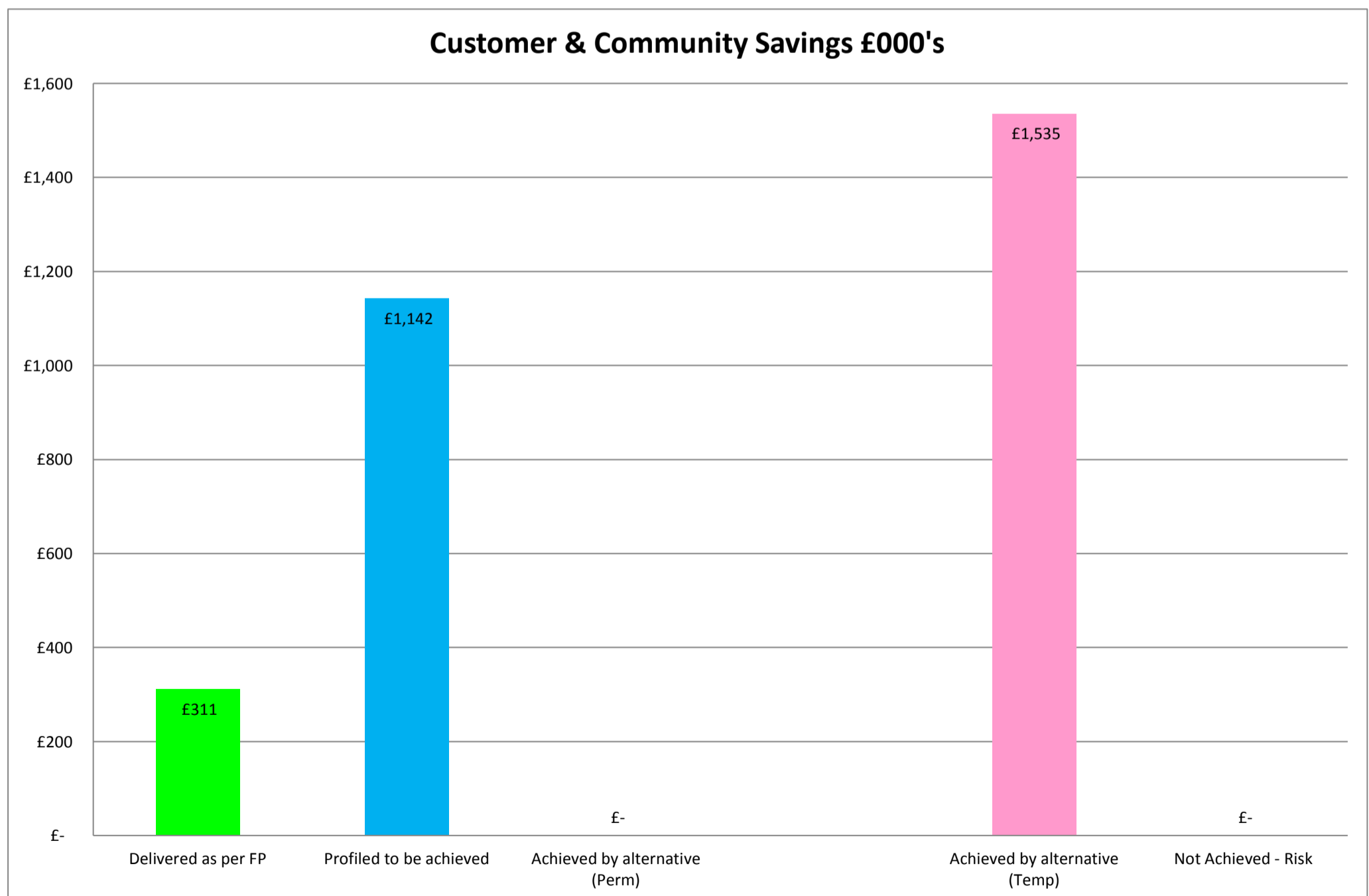


## FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

## CUSTOMER &amp; COMMUNITIES

## Savings :

£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>					
Review commissioning arrangements (Grants)	200		169	31	
Register New Properties	22		22		
Corporate - Digital Transformation	1180		851	329	
<b>2018/19 Savings:</b>					
Maximise funding opportunities from partners	100		100		
Performance Team: Grade 8 to Modern Apprentice	15	15			
Integrated Customer Services Model	161	161			
Housing Benefits overpayment	0				
Democratic Services vacancy	35	35			
Corporate - Digital Transformation	1,175			1175	
Corporate - Council Tax Reduction Scheme	100	100			
	<b>2,988</b>	<b>311</b>	<b>1,142</b>	<b>0</b>	<b>1,535</b>

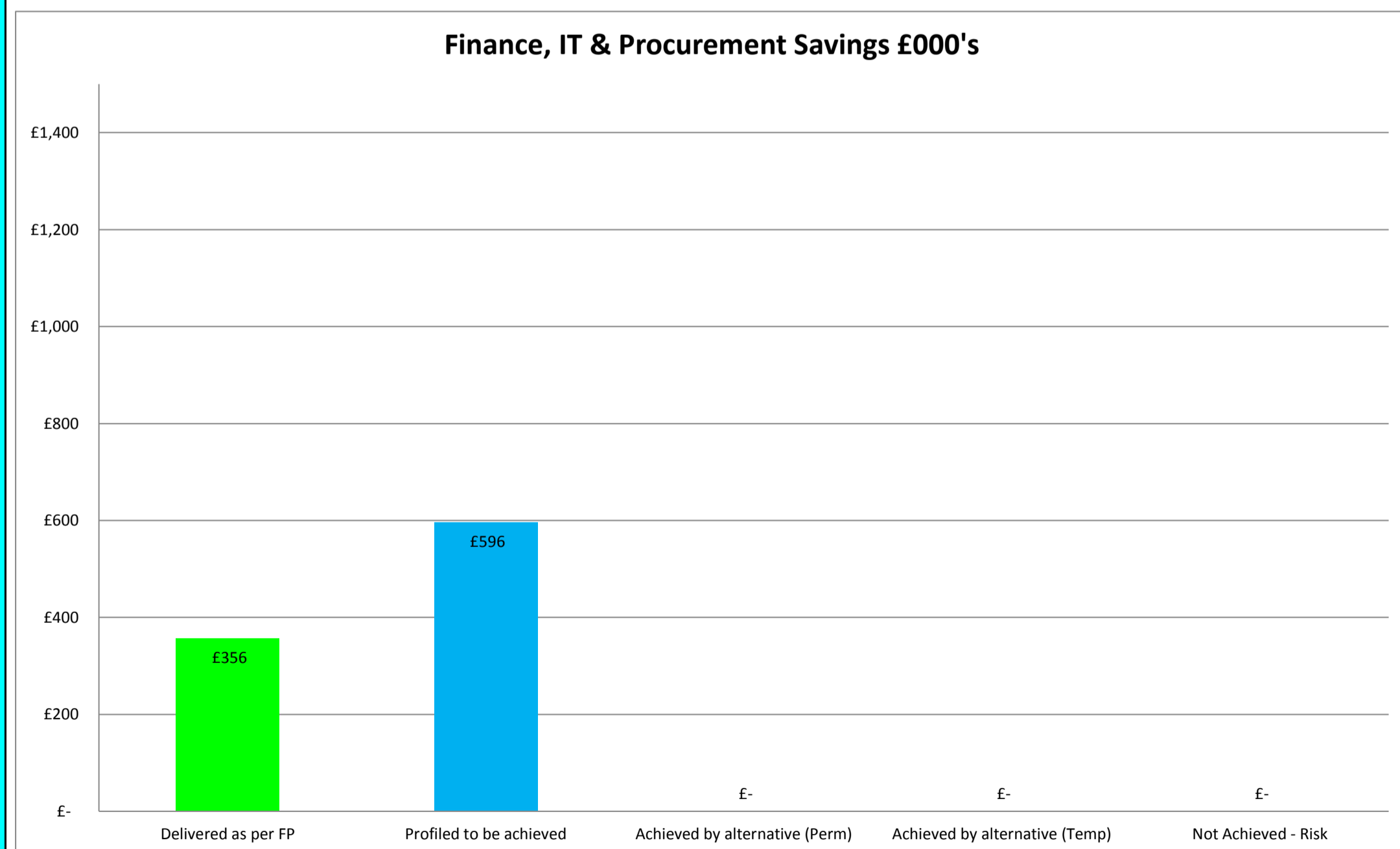


FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

FINANCE, IT & PROCUREMENT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>						
Corporate - Procurement savings across all departments	120	120				
<b>2018/19 Savings:</b>						
Self insurance approach	0					
Common Good Grants	27	27				
IT Licensing	10		10			
NHS Borders IT disaster recovery	15		15			
Corporate - Top slice external grants received	500		500			
Corporate - Mobile phone contracts	30	15	15			
Corporate - Procurement savings across all departments	250	194	56			
	<b>952</b>	<b>356</b>	<b>596</b>	<b>0</b>	<b>0</b>	<b>0</b>

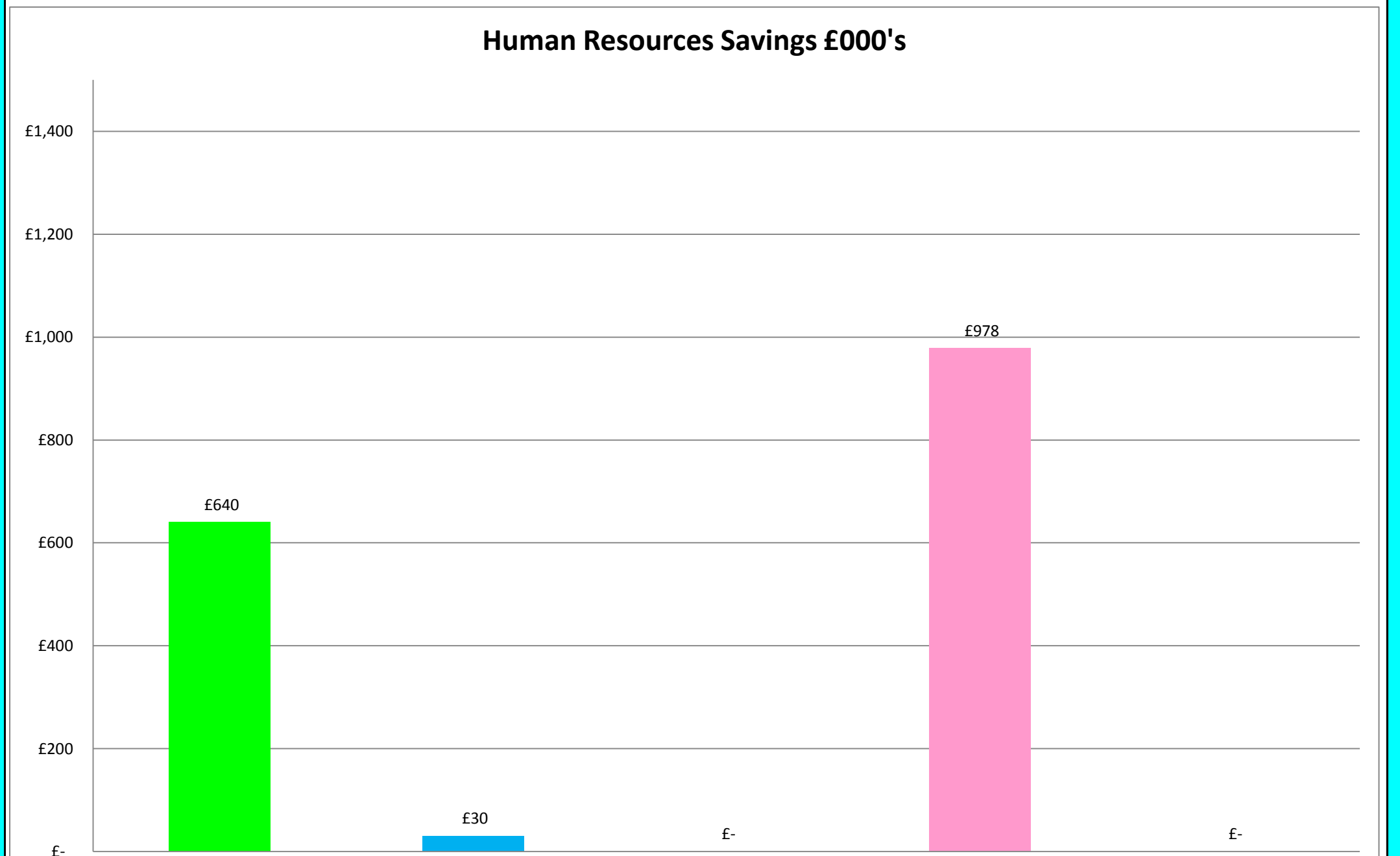


FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19

HUMAN RESOURCES

Savings :

£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>					
HR - Reduction occupational health	30		30		
Organisational Efficiencies (C Hepburn)	390	390			
<b>2018/19 Savings:</b>					
Human Resources, HRSS Discretionary spend	10	10			
Reduce Subscription for Licenses	5	5			
Apprenticeship Levy income assumption	50	50			
Salary Sacrifice income assumption	14	14			
Organisational Efficiencies (C Hepburn)	601	171		594	
Changes to working practices (C Hepburn)	548			384	
	<b>1,648</b>	<b>640</b>	<b>30</b>	<b>978</b>	<b>0</b>



Delivered as per FP

Profiled to be achieved

Achieved by alternative (Perm)

Achieved by alternative (Temp)

Not Achieved - Risk

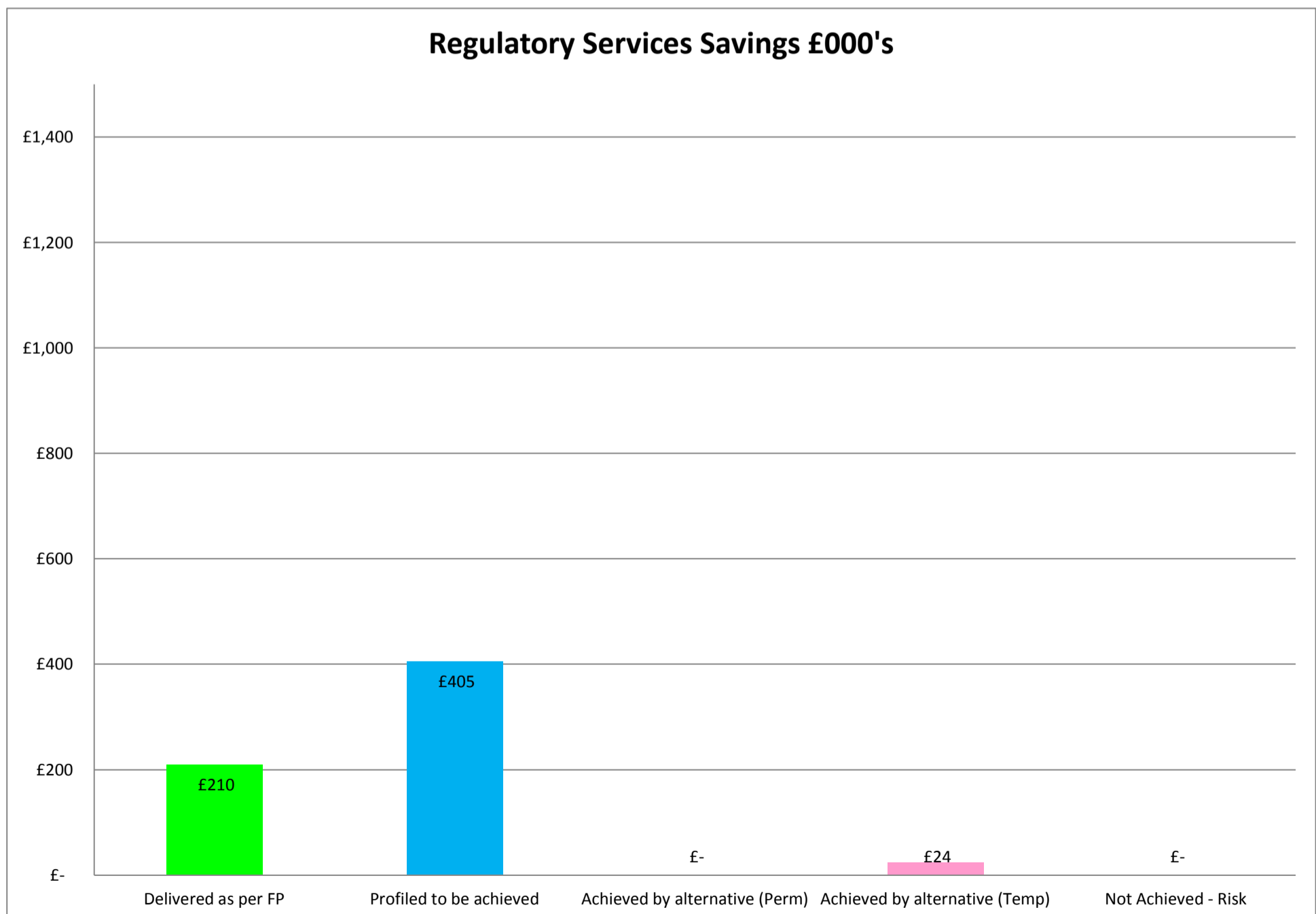


**FINANCIAL PLAN EFFICIENCY PROGRESS 2018/19**

**REGULATORY SERVICES**

**Savings :**

	£'000	Delivered as per FP	Profiled to be achieved	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved
<b>Brought Forward Savings</b>						
Regulated Bus Fares	58	58				
<b>2018/19 Savings:</b>						
Planning Fee Income	100		100			
Phase 2 staffing reductions within Planning Service	50		50			
Additional income from Pre-Planning advice	10	10				
SESPLAN Payment Reduction	35	35				
Assessors - reduction in caseworker numbers	22	8			14	
Assessors - bulk printing savings	10				10	
Regulated Bus Fares	40		40			
Transport Review Savings	200	58	142			
Provision of shared Audit Service with Mid-Lothian	34	34				
Legal Subscriptions	3	3				
Shared "on call" service for Environmental Health incidents	4	4				
Provision of an Animal Feed Service for other Local Authorities	30		30			
Protective Services Staffing	43		43			
	<b>639</b>	<b>210</b>	<b>405</b>	<b>0</b>	<b>24</b>	<b>0</b>



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