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EXECUTIVE COMMITTEE TUESDAY, 19 NOVEMBER 2019

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 19 NOVEMBER 2019 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

13 November 2019

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 8) Minute of meeting held on 8 October to be approved and signed by the Chairman. (Copy attached).	2 mins
5.	Balances at 31 March 2020 (Pages 9 - 18) Consider report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2019 and of the projected balances at 31 March 2020. (Copy attached).	10 mins
6.	Monitoring of the Capital Financial Plan 2019/20 (Pages 19 - 46) Consider report by Chief Financial Officer. (Copy attached).	10 mins
7.	Monitoring of the General Fund Revenue Budget 2019/20. (Pages 47 - 90) Consider report by Chief Financial Officer providing budgetary control statements for the Council's General Fund. (Copy attached).	10 mins
8.	Strategic Housing Investment Plan 2020-2025 Submission (Pages 91 - 96) Consider report by Service Director Regulatory Services. (Copy attached).	10 mins
9.	Our Plan and Your Part in it: SBC's Corporate Performance and Improvement Report - Quarter 2 2019/20 (Pages 97 - 142) Consider report by Service Director Customer & Communities. (Copy	15 mins

	attached).	
10.	Any Other Items Previously Circulated	
11.	Any Other Items which the Chairman Decides are Urgent	
12.	<p>Items Likely To be Taken In Private</p> <p>Before proceeding with the private business, the following motion should be approved:-</p> <p>“That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 7A to the aforementioned Act.”</p>	
13.	<p>Monitoring of the Capital Financial Plan 2019/20 (Pages 143 - 146)</p> <p>Consider private section of the Appendix to the report by the Chief Financial Officer. (Copy attached).</p>	10 mins

NOTES

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

Membership of Committee:- Councillors S. Haslam (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, T. Miers, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston

Please direct any enquiries to Eileen Graham Tel:- 01835 826585
Email:- eeagraham@scotborders.gov.uk

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 8 October, 2019 at 10.00 am

Present:- Councillors C. Hamilton (Chairman – Education Business), S. Haslam (Chairman), S. Aitchison, G. Edgar, E. Jardine, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston.
Also present: Councillors S. Bell and E. Thornton-Nicol.
Absent:- Councillor T. Miers.
In Attendance:- Interim Service Director Children and Young People, Service Director Regulatory Services, Democratic Services Team Leader, Democratic Services Officer (F. Walling)

EDUCATION BUSINESS

Present:- Mr G. Jarvie, Parent Representative: Ms Alison Ferahi
Apologies:- Mr. I .Topping.

CHAIRMAN

Councillor Hamilton chaired the meeting for consideration of the Education business and welcomed everyone to the meeting, making particular reference to the young pupils from Ayton Primary School.

1. **ORDER OF BUSINESS**

The Chairman varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

2. **RIGHTS RESPECTING SCHOOLS - GOLD AWARD - AYTON PRIMARY SCHOOL**

There had been circulated copies of a report by the Interim Service Director, Children and Young People proposing that Scottish Borders Council commend Ayton Primary School for receiving the Gold Rights Respecting Schools Award. Four pupils from the school gave a very well received presentation about how the award had been achieved, giving examples of associated work and activities carried out. The report explained that the award was granted by UNICEF UK following an accreditation visit to the school in June 2019. Ayton Primary School had explicitly adopted a child rights approach based on the United Nations Convention on the Rights of the Child and had embedded this in school policy, practice and culture. The senior assessor from UNICEF UK had highlighted key strengths, including: a very supportive, caring and nurturing learning environment underpinned by a respect for all members of the school community; and articulate and confident pupils who were proud of their school and rights respecting work. Children across the school also understood how local and global issues and sustainable development were linked to rights. They understood their responsibilities in maintaining high standards across all aspects of school life. Members commended the school for achieving the award and congratulated the pupil representatives for their excellent presentation, giving them a round of applause.

DECISION

AGREED to:-

- (a) **continue to support Ayton Primary School to sustain their focus on children's rights; and**
- (b) **encourage Ayton Primary School to share their journey with other schools within Scottish Borders.**

3. **EYEMOUTH HIGH SCHOOL GAINING AN EXCELLENCE IN PROFESSIONAL LEARNING AWARD FROM GENERAL TEACHING COUNCIL FOR SCOTLAND**

There had been circulated copies of a report by the Interim Service Director, Children and Young People proposing that Scottish Borders Council commend Eyemouth High School for gaining an Excellence in Professional Learning Award from the General Teaching Council for Scotland (GTCS). Eyemouth High School Headteacher, Robin Chapman, was in attendance to present the report and he explained that the GTCS set the standard for the Award, which was held for a three year period. The Award recognised the central role that leadership at all levels played in creating and sustaining a professional learning environment where teacher professionals could flourish and bring about sustained impact on learning and learners. He added that, from when the scheme first started three years ago three schools, from the total of 22 receiving the Award in the whole of Scotland, were from the Scottish Borders, Kelso High School having been named last year and Earlston and Eyemouth High Schools this year. With reference to a paper handed out at the meeting, Mr Chapman summarised the difference made by the National Model of Professional Learning which had been developed following research into effective learning. The model fell into three main parts: learning as collaborative; learning that deepened knowledge and understanding; and learning by enquiry. He gave examples of how these different areas were approached within the school's learning community. In conclusion Mr Chapman believed that this was the most transformational development that the school had carried out. He responded to questions about how teachers were persuaded to effectively engage at the start of the process and how new teachers were integrated into the professional learning culture. He explained that a core group of enthusiastic staff were involved at the start and that this group built on their success to the extent that all staff wanted to engage and be included. It was recognised that newly qualified staff could bring in new ideas and some of the newer teachers were in fact leading the processes. In terms of rolling out the model to other schools, Mr Chapman explained that a recent event held to share good practice and ideas was attended by representatives from all Scottish Borders secondary schools and two representatives from schools outwith the Borders. As a further initiative his colleague and Depute Headteacher, Bruce Robertson, had been seconded to Council Headquarters to assist in the development of the model in other schools. Members thanked Mr Chapman for his attendance and congratulated him on the award.

DECISION

AGREED to:-

- (a) **continue to support Eyemouth High School to sustain the professional learning culture which had developed within the school; and**
- (b) **encourage Eyemouth High School to share their learning across other schools within the Scottish Borders.**

4. **EXAM RESULTS 2018/19**

- 4.1 There had been circulated copies of a report by the Interim Service Director, Children & Young people providing Members with information on progress schools were making in the Broad General Education for P1 to S3 and Senior Phase S4-6 Scottish Qualifications Examinations for session 2018/19. Quality Improvement Officer, Catherine Thomson, conveyed the key messages from the detailed information provided and contained in tables within the report. Also included in the report were identified areas for improvement. An explanation of the SCQF Framework was attached as an appendix. Ms Thomson explained that in 2018/19 all areas of Literacy and Numeracy in the Broad General

Education at P1, P4, P7 and S3, apart from Second Level Numeracy, were above 76% and in particular Listening and Reading were above 86%. For session 2019/20, all schools would be set new targets in Literacy and Numeracy to ensure that Scottish Borders met the Scottish Government's stretch aim of 85% for 2020. It was noted that the Senior Phase SQA exam results did not include the wider achievement awards, which were on the SCQF qualifications framework at the same level, attained by young people during the last session. The Education Service would give a further update to the Executive Committee on attainment and achievement in March 2020 when all the data would be available. In terms of SQA National Qualification attainment in 2019, 77.9% achieved A-C in National 5, 76.5% achieved A-C in Higher and 82.3% achieved A-C in Advanced Higher. These were 1.3%, 1.7% and 2% above the A-C pass rates respectively achieved in 2018. The overall pass awards showed a consistency in trend or a small improvement in each award. 96.1% of S4 achieved a National 5 English award which remained in line with 2018. 83.3% of S4 achieved a SCQF National 5 award in Maths which was a decrease from 2018 but higher than in 2017. This year's SCQF Higher results demonstrated an extremely positive trend with the percentage of young people gaining an award at Higher increasing to 91%. Ms Thomson drew attention to other courses being offered at Senior Level in some schools. These included a foundation apprenticeship in Social Services and new courses such as Bee Keeping and Musical Theatre. The report went on to provide detailed information and data tables on closing the Poverty-Related Attainment Gap. The Pupil Equity Fund had been effectively used in all allocated schools to support targeted interventions in Literacy and Numeracy for identified groups of children and young people.

- 4.2 In conclusion Ms Thomson advised that a data analysis of SQA exam results was now underway in preparation for the release of the Scottish Government Insight benchmarking tool. This would be used by senior officers to analyse each secondary school's attainment data and to identify success and areas for improvement. Schools would then do their own detailed analysis. Members welcomed the achievements outlined in the report. In response to a question from Ms Ferahi about how data was recorded and specifically whether a gap year was recorded as a negative destination no matter for what reason it was being taken, Ms Thomson explained that a gap year could be seen as a positive destination but it was sometimes difficult for Skills Development Scotland to obtain the correct information. In terms of the requirement to improve numeracy at certain levels which was identified from the data and whether this was due to difficulty in recruiting Maths teachers, Ms Thomson advised that improving numeracy and the recruitment of Maths teachers was a challenge nationally and this was not a reflection of teaching in the Borders. The team would be focussing on moderation across schools to bring about improvement. In response to a further question Ms Thomson confirmed that some of the clusters had shared tracking systems through Primary and Secondary and that last year a system had been put in place to track every year group through primary to provide more robust data. More work was required to be carried out in this area to inform moderation between Primary and Secondary schools.

DECISION

NOTED the trends and progress that schools were making in the Broad General Education and Senior Phase in terms of attainment and the identified areas for improvement.

5. EDUCATION SERVICE PROGRESS REPORTS AND NEXT STEPS

There had been circulated copies of a report by the Interim Service Director, Children & Young People, on progress made by the Education Service and schools during 2018-19 and to note the improvement priorities for 2019-20. Michelle Strong, Chief Officer Education, highlighted the main points of the two reports which were attached as appendices to the covering report and which were publicly available. The Standard & Quality Report, attached as Appendix A, was an evaluation of academic session 2018-19 and drew on a range of data to support its conclusion. The report celebrated improving attainment levels, increased positive destinations, reduction in school exclusions and high

attendance rates. There continued to be a strong focus on reducing inequities and tackling poverty with enhanced supports provided as part of the Scottish Attainment Challenge fund. Ms Strong drew attention to the vision and the three strategic priorities: improving learning in literacy, numeracy and secondary curriculum; inclusion; and partnerships. The priorities were aligned to those outlined in the National Improvement Framework. The report described the progress made within each of these priority areas and the next steps identified for continuous improvement. The Improvement Plan was a statement of objectives for academic session 2019-20 and was attached as Appendix B. This education plan sat as part of the wider Children's Services Plan and other strategic planning across the Council. The plan focussed on improving learning and teaching; developing inclusive practices; and enhancing partnerships to support family learning. Both documents evidenced a strong commitment to improving outcomes for children and young people in the Borders and their families. The work of the Education Service and schools over recent years had had a strong emphasis on improving experience and achievement of our most vulnerable children and young people. Further information was provided by Ms Strong in response to questions. She explained that two Quality Improvement Officers would focus on being in schools and facilitating high quality professional learning for teachers, practitioners and support staff. In terms of school leadership, a strategic plan would be developed to build a Leadership Academy for the Scottish Borders over the next 5 years. With regard to engagement with parents it was recognised that more was required than simply information sharing. A new Quality Improvement Officer, recruited through the South East Improvement Collaborative, had a remit to develop family learning through work with schools and the parent body. Members welcomed the reports and thanked Ms Strong, Ms Robertson and team, in recognition of the huge amount of work involved in producing them.

DECISION

AGREED:-

- (a) **to note the Standards & Quality Report 2018-10 and Education Improvement Plan 2019-20, attached respectively to the report as Appendices A and B;**
 - (b) **to acknowledge the success and drive for continuous improvement; and**
 - (c) **the next steps.**
6. **ACHIEVING EXCELLENCE IN LEARNING: QUALITY IMPROVEMENT FRAMEWORK**
There had been circulated copies of a report by the Interim Service Director Children & Young People seeking endorsement of the first framework – Achieving Excellence in Learning: Quality Improvement Framework. Christian Robertson, Quality Improvement Manager, presented the report and explained that the Quality Improvement Framework encapsulated the information received in the previous reports. In August 2017, statutory guidance for Local Authorities was updated by Scottish Government. The Quality Improvement Framework served as a platform for Scottish Borders Council officers to ensure that all schools provided an efficient and effective education in accordance with these statutory duties. Scottish Borders Council was committed to the delivery of a high quality education service for children and young people. The vision was to embed a culture of continuous improvement which ensured children and young people were achieving best possible outcomes. Achieving Excellence in Learning was the Council's strategy to raise attainment for all. The strategy would consist of six key frameworks: Learning and Teaching; Literacy; Numeracy; Learning Together; Inclusion; and Quality Improvement. Each of these frameworks was informed by data, research and strategies known to be successful in raising attainment. The Quality Improvement Framework sought to support and enable Headteachers to take responsibility for and to be accountable for their own improvement journey, whilst ensuring that the statutory duties of the Local Authority were fully embedded within the Framework.

DECISION

AGREED to endorse the first Framework in the series – Achieving Excellence in Learning: Quality Improvement Framework.

CHAIRMAN'S CLOSING REMARKS

This was the last meeting of the Education-themed Executive on which Ms Ferahi and Mr Jarvie would serve as representative members. The Chairman thanked them for their attendance, support and valuable contribution to the Committee.

OTHER BUSINESS

CHAIRMAN

Councillor Haslam chaired the meeting for the remainder of the meeting.

7. MINUTE

There had been circulated copies of the Minute of the meeting of 17 September 2019.

DECISION

APPROVED for signature by the Chairman.

8. PROPOSED USE OF SECOND HOMES COUNCIL TAX FUNDING BUDGET TO ASSIST ETRICK AND YARROW COMMUNITY DEVELOPMENT COMPANY DELIVER AFFORDABLE HOUSING AT KIRKHOPE STEADING, ETRICKBRIDGE .

There had been circulated copies of a report by the Service Director Regulatory Services seeking approval to use available Second Homes Council Tax funding to grant assist Ettrick and Yarrow Community Development company towards the costs of the proposed conversion of the Kirkhope Steading, Ettrickbridge, to form 5 affordable homes for mid-market rent, and business units for lease. The Service Director explained that the Ettrick and Yarrow Community Development Company were exploring external funding applications to progress their project which involved the conversion of the redundant Kirkhope Steading, Ettrickbridge. The main source of grant funding being sought by the Company was the Scottish Government's Rural Housing Fund. The current estimated total costs of the proposed housing element of the steading conversion was £696,000. In order to meet this, the Company was understood to be progressing grant applications for £390,000, and loan of £306,000. It was understood that the Rural Housing Fund were encouraging the Company to lodge a Planning Application as a precursor to considering a formal grant application. A grant of up to £13,000 was required to cover consultant costs and planning fees. This could be met from available uncommitted funding held in the Council's Second Homes Council Tax budget. It was considered that the proposed grant was consistent with use of this budget and may enable the company to secure additional housing investment funding to meet total project costs. In the ensuing discussion and after receiving answers to their questions, Members were keen to support the proposal. It was suggested that this was a model that could be pursued in other rural locations for the development of small clusters of housing and agreed that, if successful, a case study be prepared to share and potentially initiate further similar projects.

DECISION

AGREED:-

- (a) to grant assist Ettrick and Yarrow Community Development Company up to £13,000 towards costs of Planning Application Fees to support external funding applications to provide 5 affordable homes for mid-market rent. It was proposed that the Council's grant would be funded from the Second Homes Council Tax Budget available balance.**
- (b) that if successful, a case study be prepared to share and potentially initiate similar projects in other areas.**

The meeting concluded at 11.25 am

BALANCES AT 31 MARCH 2020

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

19 November 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2019 and advises Members of the projected balances at 31 March 2020.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £6.315m at 31 March 2019. The projected General Fund useable reserve is projected to remain at £6.315m at the 31st March 2020 in line with the Council's Financial Strategy.
- 1.3 The total of all useable balances, excluding developer contributions, at 31 March 2020 is projected to be £23.026m, compared to £27.799m at 31 March 2019. As the financial year progresses, earmarked balances to be carried forward to 2020/21 will increase.
- 1.4 The projected balance on the Capital Fund of £8.191m will be affected by any further capital receipts, developer contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Executive Committee:**
 - (a) Notes the unaudited 2018/19 revenue balances at 31 March 2019;**
 - (b) Notes the projected revenue balances as at 31 March 2020 as per Appendices 1 & 2; and**
 - (c) Notes the projected balance in the Capital Fund as per Appendix 3.**

3 ACCOUNTS AND FUNDS OPERATED BY THE COUNCIL

- 3.1 Income and expenditure relating to the Council's services are accounted for and financed through the following funds (as required or permitted by statute):
- (a) General Fund
 - (b) Corporate Property Repairs & Renewals Fund
 - (c) Insurance Fund
 - (d) Plant & Vehicles renewals Fund
 - (e) Capital Fund

4 BALANCES AT 31 MARCH 2020

- 4.1 Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2020 on the General Fund and Appendix 2 shows the projected non-General Fund balances. The net effect is the useable General Fund balance after earmarked funds and allocated reserves is projected to be **£6.315m** at 31 March 2020 which is in line with the recommended level included in the 2019/20 Financial Strategy approved by Council.
- 4.2 The projections in the statement attached in Appendices 1, 2 and 3 are based on actual expenditure and income to 30 September 2019 and are summarised in the table below.

BALANCES	31/03/20 projection £m
Earmarked Balances (non DSM)	2.380
Earmarked Balances (DSM)	0
Allocated Balances	3.050
General Fund (Unallocated Reserve)	6.315
Corporate Property Repairs & Renewals Fund	0
Insurance Fund	1.421
Plant & Vehicles Renewals Fund	7.522
Capital Fund (exc. Developer Contributions)	2.338
	23.026

- 4.3 The Corporate Financial Risk Register was considered at the Council Meeting on 28 February 2019 and identifies potential risks which include failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. The accumulated financial risk in the Risk Register is assessed to be at £11.643m and the projected useable General Fund balance, at £6.315m, is sufficient to cover 54% of risks identified at that time. £6.315m is the recommended level of General Fund Reserve identified in the Financial Strategy approved by Council on 28 February 2019. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.

4.4 Allocated balances have increased by a net £0.478m during 2019/20 to date as outlined in paragraph 4.3 above. All movements are set out below:

ALLOCATED BALANCES	31st March 2019 £m	Increase during 2019/20 £m	Released during 2019/20 £m	31st March 2020 £m
IT transformation	1.030	0.108	(0.030)	1.108
Municipal Mutual	0.242	0	0	0.242
Adverse Weather (including flood)	1.000	0	0	1.000
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
Workforce Management	0	0.400	0	0.400
Total	2.572	0.508	(0.030)	3.050

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

5 IMPLICATIONS

5.1 Financial

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

5.2 Risk and Mitigations

The major risks associated with this report are that the level of projected balances proves to be insufficient. Service budget pressures plus unexpected liabilities are the most likely sources of pressure on reserves. Current pressures being highlighted through the 2019/20 revenue monitoring process increase the likelihood of a draw down from reserves being required in 2019/20. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular revenue and capital budgetary control reports to the Executive Committee. In addition the Corporate Financial Risk Register is regularly reviewed by senior Finance staff.

5.3 Equalities

There are no adverse equality issues arising from the report.

5.4 Acting Sustainably

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

5.5 Carbon Management

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

5.6 Rural Proofing

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

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

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

6 CONSULTATION

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

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

Suzy Douglas	Financial Services Manager 01835 824000 X5881
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Background Papers:
Previous Minute Reference:

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

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2020

	GENERAL FUND £'000's	GENERAL FUND (DSM) £'000's	GENERAL FUND (EAR-MARKED) £'000's	ALLOCATED RESERVES £'000's	TOTAL £'000's
Balance at 1 April 2019	7,617	1,158	6,206	2,572	17,553
Projected Income (RSG, NDR, Council Tax)	264,369				264,369
Projected Net Revenue Expenditure	(270,177)				(270,177)
Earmarked Balances from previous year	7,364	(1,158)	(6,206)		0
Earmarked Balances to future years	(2,380)		2,380		0
Allocation of 2018/19 underspend to allocated reserve for IT Transformation	(108)			108	0
Allocation of 2018/19 underspend to allocated reserve for Workforce Management	(400)			400	0
Drawdown from IT Transformation allocated reserve (Mosaic finance module)	30			(30)	0
					0
Projected Balance at 31 March 2020	6,315	0	2,380	3,050	11,746

Allocated Reserves

	Allocated		Balance		Allocated		Balance		Allocated		Balance	
	2015/16		2016/17		2017/18		2018/19		2019/20			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2013/14 :												
Winter Maintenance	650	0	650	0	650		650		650		650	
Childcare Placements	650	380	270	270	0		0		0		0	
Financial Plan	450	128	322	322	0		0		0		0	
Ring fenced Revenue for Capital	345	345	0	0	0		0		0		0	
Ctt'd returned Police & Fire Reserves	122	91	31	31	0		0		0		0	
Municipal Mutual	400	32	368	126	242		242		242		242	
	2,617	976	1,641	749	892	0	892	0	892	0	892	
2014/15 :												
CFCR's not yet applied to capital	262	34	228	25	203	68	135	135	0		0	
SB Cares PVG checks / residential care home uplift SB Cares	100	48	52	52	0		0		0		0	
Contribution to Energy Efficiency & Change Fund	300	0	300	0	300		300		300		300	
Provision for Roads Maintenance	100	100	0	0	0		0		0		0	
	762	182	580	77	503	68	435	135	300	0	300	
	3,379	1,158	2,221	826	1,395	68	1,327	135	1,192	0	1,192	
2015/16 :												
Income from Heritable to allocated reserve for ERVS		-201	201	201	0		0		0		0	
Write back review of bad debt provision to allocated reserve for ERVS		-338	338	140	198	119	79	79	0		0	0 ERVS
Write back review of bad debt provision to allocated reserve for IT Transformation		-600	600		600	600	0		0		0	
Drawdown of balances for Council's contribution towards Bellwin Scheme claim		0	0		0	0	0		0		0	
	0	-1,139	1,139	341	798	719	79	79	0	0	0	
2016/17 :												
Allocation of 2015/16 underspend to IT transformation				-1284	1284	1284	0		0		0	
IT Transformation in 2017/18				-716	716	716	0		0		0	
Financial Plan allocated reserve				-1506	1506	1506	0		0		0	
Adverse weather				-200	200	200			200		200	
Adverse weather (Flood EMB)				-150	150	150			150		150	
	0	0	0	-3,856	3,856	3,506	350	0	350	0	350	
2017/18 :												
Allocation of 2016/17 underspend to allocated reserve for ERVS						-128	128	128	0		0	0 ERVS
Allocation of statutory adjustment balance to ERVS						-76	76	76	0		0	0 ERVS
Transfer allocated reserve from CFCR to ER/VS						-68	68	68	0		0	0 ERVS
IT Transformation in 2018/19						-1030	1030		1,030	30	1,000	IT
2018/19 Financial Plan						-2000	2000	2000	0		0	
	0	0	0	0	0	-3,302	3,302	2,272	1,030	30	1,000	
2018/19 :												
Allocation of statutory adjustment balance to ER/VS									0	0		0 ERVS
Transfer allocated reserve from CFCR to ER/VS									0	0		0 ERVS
	0	0	0	0	0	0	0	0	0	0	0	
2019/20 :												
Allocation of 2018/19 underspend to IT Transformation											-108	108 IT
Allocation of 2018/19 underspend to Workforce Management											-400	400 new ERVS
	0	0	0	0	0	0	0	0	0	-508	508	
	3,379	19	3,360	-2,689	6,049	991	5,058	2,486	2,572	-478	3,050	

SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2020
(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	TOTAL £'000's
Balance at 1 April 2019	287	6,843	1,197	8,327
Projected Income	<u>2,222</u>	<u>2,098</u>	<u>1,403</u>	<u>5,723</u>
	2,509	8,941	2,600	14,050
Projected Expenditure	2,509	1,419	1,179	5,107
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2020	-	7,522	1,421	8,943

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SUMMARY OF CAPITAL FUND

	Balance as at 31/03/19 £'000	Balance as at 31/03/20 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	-	-
Technical Services	788	701
Education & Lifelong Learning	3,693	4,048
Planning & Economic Development	-	-
Social Work - Affordable Housing	676	569
Accrued Interest	535	535
Sub Total Developer Contributions	5,692	5,853
Capital Receipts	1,876	2,338
Total	7,568	8,191

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MONITORING OF THE CAPITAL FINANCIAL PLAN 2019/20

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

19 November 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on the progress of the 2019/20 Capital Financial Plan, seeks approval for virements and the reallocation of funds.**
- 1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 September 2019. Key issues identified in these tables are summarised within the main report.
- 1.3 The tables identify a net budget variance of £8.224m, which is made up of timing movements into 2020/21 of £10.268m. The most significant of which are Land & Property of £1.6m (including £0.710m asset rationalisation and £0.329m building upgrades), School Estate Block, £1.3m, Dementia Care, £0.4m, Culture & Sport, £0.5m, Great Tapestry of Scotland £2.7m, Borders Innovation Park £2.5m and Regeneration projects, £1m. This timing movement is offset by CFCR for IT equipment, £0.2m and Digital Learning £1.8m expenditure fully funded by capital receipt.
- 1.4 Appendix 2 contains a list of the block allocations approved for this year and the various approved and proposed projects to be allocated from them within the 2019/20 Capital Plan.
- 1.5 Appendix 3 contains a list of estimated whole project capital costs for single projects which will not be completed in the current financial year.

2 STATUS OF REPORT

- 2.1 Appendix 4 of this report is being presented in private due to expenditure proposed to be incurred by the authority for the acquisition of property and terms proposed by or to the authority in the course of negotiations for a contract for the acquisition of property.

3 RECOMMENDATIONS

- 3.1 **It is recommended that the Executive Committee:**
 - (a) **Agrees the projected outturns in Appendix 1 as the revised capital budget and approves the virements required;**
 - (b) **Notes the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 2 under delegated authority;**
 - (c) **Notes the list of block allocations detailed in Appendix 2;**
 - (d) **Notes the list of whole project costs detailed in Appendix 3; and;**

- (e) Notes the update in private at Appendix 4 on the priority regeneration actions and agrees the reallocation of Scottish Government Town Centre Funds in year.**

4 BACKGROUND

- 4.1 The Council approved the Capital Plan for the period 2019/20 to 2028/29 on 28 February 2019, which has subsequently been updated to reflect budget adjustments, associated timing movements and other approvals. The movements to the total available budget since the Council meeting is as follows:

	£000s
Capital Plan 2019/20 as approved at Council 28 February 2019	52,524
Timing movements reported at February 2019 Executive	2,727
Timing movements and budget adjustments reported at June 2019 Executive	16,520
Timing movements and budget adjustments reported at August 2019 Executive	(78)
Deanfield Council reported approved in September 2019	200
Latest Approved Capital Plan 2019/20 at 30 September 2019	71,893

- 4.2 A review of the Capital Programme will be undertaken as part of the 2020/21 Financial Planning process. The review will look at the efficiency of spending within the blocks. This will allow the Council to better profile spend within the blocks, which in turn will optimise available funding for specific projects within the Capital Financial Plan.
- 4.3 The presentation of the monitoring tables in Appendix 1 focuses on the three year Operational Plan of the approved 10 year Capital Financial Plan. The first section of the tables in Appendix 1 focuses in detail on the 2019/20 position, there are three columns each for 2020/21 and 2021/22 and then three columns for the 7 year strategic plan 2022/23 to 2028/29. For 2019/20 the variance between the latest approved budget and the projected outturn is analysed between timing movements between financial years and absolute changes in costs (budget movements). For 2020/21 and 2021/22 the table presents the impact of the total variance projected between the latest approved budget and projected outturn. Below the tables, a narrative is provided where appropriate.
- 4.4 This report is the second monitoring report in the planned reporting schedule for 2019/20.

5 MONITORING THE PLAN

- 5.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 September 2019 is shown together with the projected outturn for the full financial year and where appropriate contains an explanation of budget movements. Appendix 2 also contains any budget and timing movements approved by the Chief Financial Officer and Service Director Assets & Infrastructure under the Financial Regulations approved in November 2018.
- 5.2 The actual expenditure to 30 September 2019 has been adjusted for any credit balances for accrued expenses from 2018/19 which have not yet been invoiced.
- 5.3 Appendix 2 contains a summary for each block allocation within the 2019/20 Capital Plan of approved and proposed proposals for various projects and programmes.

- 5.4 Appendix 3 contains a list of estimated whole project capital costs for single projects where the project will not be completed in the current financial year.

6 SPECIFIC POINTS OF NOTE

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

6.2 Land & Property Infrastructure

The delay in relocating the Council HQ staff restaurant and main reception has caused a re-programme of the capital block. The demolition of Old Canteen building will now take place in Spring 2020 the impact of this being the progress of agile working at Council HQ, Galashiels and Hawick has been delayed. The programme for delivering building standards block requires a re-profile of the capital block therefore a timing moment has been sought line with this.

6.3 School Estate Block

The change in the profile of the capital programme has arisen because of delays to delivering programmed works in schools to improve toilet provision and to improve the facilities for pupils with additional support needs. There is also an allocation in the capital budget for emergency and unplanned works that may occur as an outcome of school inspections, to date none of this has been required so a request is sought to re-profile to 2020/21.

6.4 Great Tapestry of Scotland

The capital project is on site, is progressing well, and is forecast to be delivered within the approved budget. Commencement of the construction period was deferred as a consequence of the financial due diligence undertaken as part of the procurement process and the requirement to undertake value engineering to ensure the project can be delivered within budget. Completion of the building works will now be in September 2020, with building handover and Tapestry fit-out commencing immediately on conclusion. Considerable work has been undertaken to assess the ideal opening date for the new visitor attraction which is Spring 2021 in order to take advantage of the peak tourist season and maximise revenue opportunities. Optimal use will be made of the marketing opportunity presented between September 2020 and March 2021, including the positive experience of opening the Jim Clark Museum during 2019. Capital and revenue budget has therefore been moved to 2020/21 to reflect the delivery programme.

6.5 Galashiels Regeneration

First phase of the works has been completed including the installation of the Coulter Candy statues. However, the plaza works require to be in line with the opening of the Great Tapestry of Scotland opening and therefore the capital budget needs re-profiled in line with this.

6.6 Eyemouth Regeneration

Capital budget requires to be moved to 2020/21 due to the fact that a decision is anticipated from Scottish Government on match funding for the project. Specifically £250k from Scottish Government Regeneration Capital Grant for the Former Fishmarket and Museum Redevelopment. The additional £250k will be spent in 2020/21 for Off-shore Operations and Maintenance.

6.7 Borders Innovation Park

Phase 1 Access road and enabling works are now complete but a timing variance is required to reflect delay in start of construction of building works. This is linked to the delay in the prospective tenant agreeing the

terms of the proposed lease. Timing movement to 2020/21 reflects a 5 month delay in starting construction works.

6.8 **Emergency & Unplanned Schemes**

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

	£000s
Budget as Approved at Council 28 February 2019	300
Previous Year Timing Movement	(148)
Combined Depot Enhancements, return budget	297
New Easter Langlee Waste Transfer Station	(135)
Hawick 3G synthetic pitch	5
CRC bulky waste adjustments	(32)
Projected Balance	287

- 6.9 Timing movements are an ongoing feature of the delivery of the capital plan. Officers are now progressing with a review of the capital planning processes benchmarking this against the recommendations set out in the Audit Scotland best practice guidance. This report will contain recommendations seeking approval for actions to address any deficiencies identified in current practice.

7 IMPLICATIONS

7.1 Financial

- (a) There are no financial implications beyond those contained in the report and appendices.
- (b) Any capital borrowing requirements associated with these changes will be managed in line with the approved Treasury Strategy from approved budgets. The principal part of the capital financial plan is funded by long term loans and the resultant loans charges are reported within the revenue monitoring reports.

7.2 Risk and Mitigations

- (a) At the end of September 2019, actual expenditure totalled £18.950m which represents 30% of the projected outturn, excluding the impact of year end accruals. There is a risk of timing movements this financial year some of which has already been highlighted in narrative in Appendix 1. It is vital that capital budgets continue to be monitored carefully through the Project Managers and that their outturn projections are as accurate as possible. This is important as optimism bias by managers with respect to spend profiles may result in the council borrowing in advance of need and thereby incurring the cost of carrying surplus funds.
- (b) Key risks associated with individual projects have been identified within the narrative and the individual project managers are undertaking the appropriate work to manage these.

7.3 Equalities

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

7.4 Acting Sustainably

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

7.5 Carbon Management

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

7.6 Rural Proofing

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

7.7 Changes to Scheme of Administration or Scheme of Delegation

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

8 CONSULTATION

- 8.1 The Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted in the preparation of this report and any comments received incorporated into the report.
- 8.2 The Service Director Assets & Infrastructure has been consulted in the preparation of this report and the content of the detailed appendices and any comments incorporated.

Approved by

David Robertson
Chief Financial Officer

Signature

Author(s)

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

Background Papers: None
Previous Minute Reference: None

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Scottish Borders Council
Capital Financial Plan

SUMMARY

	2019/20				2020/21			2021/22			2022/23 - 2028/29		
	Actual to 30/09/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Plant & Vehicle Fund	801	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	406	901	828	73	0	0	0	0	0	0	900	0	900
Flood & Coastal Protection	2,427	5,341	5,371	(30)	18,153	30	18,183	20,121	0	20,121	14,426	0	14,426
Land and Property Infrastructure	1,605	5,466	7,033	(1,567)	7,213	1,567	8,780	4,163	0	4,163	22,304	0	22,304
Road & Transport Infrastructure	3,545	10,872	10,791	81	8,779	14	8,793	8,121	0	8,121	63,556	0	63,556
Waste Management	1,422	2,794	2,961	(168)	236	200	436	50	0	50	369	0	369
Total Assets & Infrastructure	10,206	27,373	28,984	(1,611)	36,381	1,811	38,192	34,455	0	34,455	115,555	0	115,555
Corporate	3,349	7,101	5,225	1,876	1,606	0	1,606	350	(0)	350	3,056	(0)	3,056
Total Other Corporate Services	9,921	7,101	5,225	1,876	1,606	0	1,606	350	(0)	350	3,056	(0)	3,056
School Estate	2,628	13,358	14,662	(1,304)	10,300	1,304	11,604	10,750	0	10,750	70,600	0	70,600
Total Children & Young People	5,977	13,358	14,662	(1,304)	10,300	1,304	11,604	10,750	0	10,750	70,600	0	70,600
Sports Infrastructure	732	1,749	2,125	(376)	290	376	666	443	0	443	6,348	0	6,348
Culture & Heritage	531	673	809	(136)	728	136	864	2,587	0	2,587	932	0	932
Total Culture & Sport	3,891	2,422	2,934	(512)	1,018	512	1,530	3,030	0	3,030	7,280	0	7,280
Economic Regeneration	1,246	9,036	15,277	(6,241)	8,769	6,241	15,010	4,293	0	4,293	4,860	0	4,860
Housing Strategy & Services	158	472	472	0	450	0	450	450	0	450	3,450	0	3,450
Total Economic Development & Corporate Services	2,667	9,508	15,749	(6,241)	9,219	6,241	15,460	4,743	0	4,743	8,310	0	8,310
Emergency & Unplanned Schemes	0	287	319	(33)	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes	1,404	287	319	(33)	300	0	300	300	0	300	2,100	0	2,100
Social Care Infrastructure	100	3,621	4,021	(400)	4,827	400	5,227	3,178	0	3,178	1,114	0	1,114
Total Health & Social Care	100	3,621	4,021	(400)	4,827	400	5,227	3,178	0	3,178	1,114	0	1,114
Planned Programming Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Planned Programming Adjustments	100	0	0	0	0	0	0	0	0	0	0	0	0
Total Scottish Borders Council	18,950	63,669	71,893	(8,224)	63,651	10,268	73,919	56,806	(0)	56,806	208,015	(0)	208,015

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		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/09/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Plant & Vehicle Fund														
Plant & Vehicle Replacement - P&V Fund	G	801	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		801	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non-Plant & Vehicle Fund														
Other Fleet - Electric Vehicles	G	60	158	82	76	0	0	0	0	0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	G	22	250	253	(3)	0	0	0	0	0	0	0	0	0
Waste Collection Vehicles - Non P&V Fund	G	324	493	493	0	0	0	0	0	0	0	900	0	900
		406	901	828	73	0	0	0	0	0	0	900	0	900
Flood & Coastal Protection														
Flood Studies	A	138	494	524	(30)	350	30	380	350	0	350	2,450	0	2,450
General Flood Protection Block	G	9	475	475	0	200	0	200	200	0	200	1,400	0	1,400
Hawick Flood Protection	G	2,268	4,133	4,133	0	17,603	0	17,603	19,571	0	19,571	10,576	0	10,576
Selkirk Flood Protection	G	12	239	239	0	0	0	0	0	0	0	0	0	0
		2,427	5,341	5,371	(30)	18,153	30	18,183	20,121	0	20,121	14,426	0	14,426
Land and Property Infrastructure														
Asset Rationalisation	A	181	1,065	1,775	(710)	1,914	710	2,624	750	0	750	0	0	0
Building Upgrades	A	286	660	989	(329)	730	329	1,059	730	0	730	5,390	0	5,390
Cleaning Equipment Replacement Block	G	20	50	50	0	50	0	50	50	0	50	350	0	350
Commercial Property Upgrades	G	58	92	92	0	50	0	50	50	0	50	350	0	350
Contaminated Land Block	A	0	38	191	(153)	52	153	205	52	0	52	364	0	364
Public Conveniences	G	0	45	45	0	0	0	0	0	0	0	0	0	0
Energy Efficiency Works	G	125	1,141	1,141	0	1,445	0	1,445	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	G	429	1,117	1,117	0	835	0	835	835	0	835	5,845	0	5,845
Play Facilities	G		0	12	(12)	0	0	0	0	0	0	0	0	0
Play Areas & Outdoor Community Spaces	G	468	1,031	1,289	(258)	858	270	1,128	640	0	640	2,690	0	2,690
Jedburgh High Street Building	A	38	67	172	(105)	1,279	105	1,384	11	0	11	0	0	0
Cemetery Land Acquisition	G	0	160	160	0	0	0	0	0	0	0	0	0	0
		1,605	5,466	7,033	(1,567)	7,213	1,567	8,780	4,163	0	4,163	22,304	0	22,304
Road & Transport Infrastructure														
A72 Dirtpot Corner - Road Safety Works	G	385	899	899	0	0	0	0	0	0	0	0	0	0
Accident Investigation Prevention Schemes Block	G	9	100	50	50	50	0	50	50	0	50	350	0	350
Cycling Walking & Safer Streets	G	33	226	226	0	199	0	199	211	0	211	1,685	0	1,685

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R	Actual to 30/09/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Engineering Minor Works	G	0	0	14	(14)	0	14	14	0	0	0	0	0	0
Galashiels Developments	G	46	234	234	0	0	0	0	0	0	0	0	0	0
Innerleithen to Walkerburn - Shared Access Route	G	0	14	14	0	0	0	0	0	0	0	0	0	0
Lighting Asset Management Plan	G	110	262	262	0	200	0	200	200	0	200	1,400	0	1,400
Peebles Bridge	G	0	0	0	0	0	0	0	0	0	0	420	0	420
Reston Station Contribution	G	0	600	600	0	0	0	0	0	0	0	1,740	0	1,740
Roads & Bridges -inc. RAMP, Winter Damage & Slopes	G	2,848	7,842	7,797	45	7,660	0	7,660	7,660	0	7,660	57,961	0	57,961
Selkirk Town Centre (Streetscape works)	G	0	17	17	0	0	0	0	0	0	0	0	0	0
Street Lighting Energy Efficiency Project	G	114	567	567	0	70	0	70	0	0	0	0	0	0
Union Chain Bridge	G	0	111	111	0	600	0	600	0	0	0	0	0	0
		3,545	10,872	10,791	81	8,779	14	8,793	8,121	0	8,121	63,556	0	63,556
Waste Management														
CRC - Bulky Waste Adjustments	A	257	392	359	33	0	0	0	0	0	0	0	0	0
CRC - Improved Skip Infrastructure	G	0	0	0	0	146	0	146	0	0	0	0	0	0
Easter Langlee Cell Provision	G	45	658	658	0	0	0	0	0	0	0	0	0	0
Easter Langlee Leachate Management Facility	A	23	269	469	(200)	42	200	242	0	0	0	0	0	0
New Easter Langlee Waste Transfer Station	G	1,060	1,427	1,427	0	0	0	0	0	0	0	0	0	0
Waste Containers	G	37	48	48	0	48	0	48	50	0	50	369	0	369
		1,422	2,794	2,961	(168)	236	200	436	50	0	50	369	0	369
Total Assets & Infrastructure		10,206	27,373	28,984	(1,611)	36,381	1,811	38,192	34,455	0	34,455	115,555	0	115,555

Plant & Vehicle Fund	
Waste Collection Vehicles - Non P&V Fund	
Other Fleet - Electric Vehicles Other Fleet - Electric Vehicles - Infrastructure	Gross up of additional income for Electric Vehicles fully funded by External Grant Small gross down of external income to reflect new grant offer.
Flood & Coastal Protection	
Flood Studies	Timing movement to 2020/21 for Galashiels Flood Management Scheme.

Land and Property Infrastructure	<p>Asset Rationalisation Timing movement sought to 2020/21 for the demolition works of Old Canteen Building, works as part of Agile Working in Galashiels, Hawick & Council HQ.</p> <p>Building Upgrades Reallocation of block required as detailed in Appendix 2 and a timing movement to 2020/21.</p> <p>Contaminated Land Block Due to legal implications, site reviews to establish list of priorities and set up a framework agreement for consultants to undertake investigations on behalf of SBC a timing movement to 2020/21 is sought.</p> <p>Health and Safety Works Reallocation of block required as detailed in Appendix 2.</p> <p>Play Facilities Re-allocate budget to Play Areas & Outdoor Community Spaces block.</p> <p>Play Areas & Outdoor Community Spaces Re-allocation of block as per Appendix 2. Potential delay in delivery at Peebles dependant on planning conditions and inclement weather. Virement from Play Facilities Block.</p> <p>Market Place/High Street Jedburgh Timing Movement of £105k to 2020/21. Discussions continue with owners regarding the purchase of the building. It is highly unlikely that the demolition will complete this financial year. Officers working to mitigate risk.</p>
Road & Transport Infrastructure	<p>Accident Investigation Prevention Schemes Block Reallocation of block based on a virement from roads and bridges block.</p> <p>Engineering Minor Works Timing movement is sought to 2020/21 due to a delay dependant on Hawick Flood Protection Scheme.</p> <p>Roads & Bridges -inc. RAMP, Winter Damage & Slopes Re-allocation of block as per Appendix 2. Virement to Accident Prevention Scheme and a virement from IT.</p> <p>Union Chain Bridge National Lottery Heritage Fund require SBC to confirm through executive committee our acceptance of the grant award of £3.14m to enable the project to progress.</p>
Waste Management	<p>CRC - Bulky Waste Adjustments Overspend due to site conditions differing from record information and drainage complications. £33k sought from emergency and unplanned.</p> <p>Easter Langlee Cell Provision Works on site have been delayed due to the inclement weather. There is a possibility that this will result in a timing movement of budget in to 2020/21. An update will be brought to Executive in February 2020.</p> <p>Easter Langlee Leachate Management Facility Timing movement to 2020/21. Permanent solution in progress potential delivery by in house service.</p>

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		2019/20				2020/21			2021/22			2022/23 - 2028/29		
		Actual to 30/09/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate														
	A	19	279	67	212	80	0	80	80	0	80	560	0	560
	G	832	2,965	2,965	0	692	0	692	222	0	222	1,235	0	1,235
	A	2,461	3,747	1,988	1,759	834	0	834	48	(0)	48	1,261	(0)	1,261
	A	37	110	205	(95)	0	0	0	0	0	0	0	0	0
		3,349	7,101	5,225	1,876	1,606	0	1,606	350	(0)	350	3,056	(0)	3,056
Total Other Corporate Services		3,349	7,101	5,225	1,876	1,606	0	1,606	350	(0)	350	3,056	(0)	3,056

Corporate		
ICT - Outwith CGI Scope	A virement to capital, financed by current revenue, to reflect the option to buy hardware rather than lease.	
Digital Learning Transformation	Revised financing agreement to reflect Buy/Leaseback arrangement required to accrue discounted device costs and acquisition re-profile fully funded by capital receipts.	
IT Projects - pre CGI Contract	Virement of available budget to Roads & Bridges block.	

Scottish Borders Council
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		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R	Actual to 30/09/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
School Estate														
Early Learning and Childcare	G	970	6,330	6,330	0	0	0	0	0	0	0	0	0	0
Jedburgh Learning Campus	G	418	2,049	2,049	0	0	0	0	0	0	0	0	0	0
Eyemouth Primary School	G	49	800	800	0	7,400	0	7,400	7,400	0	7,400	400	0	400
Earlston Primary School	G	0	450	450	0	0	0	0	450	0	450	8,550	0	8,550
Gala Academy	A	0	0	100	(100)	500	100	600	400	0	400	2,000	0	2,000
Early Years Expansion	G	0	0	0	0	0	0	0	0	0	0	0	0	0
New Hawick High School	G	0	0	0	0	0	0	0	0	0	0	40,000	0	40,000
School Estate Block	A	1,191	3,729	4,933	(1,204)	2,400	1,204	3,604	2,400	0	2,400	16,750	0	16,750
School Estate Review	G		0	0	0	0	0	0	100	0	100	2,900	0	2,900
		2,628	13,358	14,662	(1,304)	10,300	1,304	11,604	10,750	0	10,750	70,600	0	70,600
Total Children & Young People		2,628	13,358	14,662	(1,304)	10,300	1,304	11,604	10,750	0	10,750	70,600	0	70,600

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School Estate		
Gala Academy	Timing movement to 2020/21 for design element of project	
School Estate Block	Timing movement to 2020/21 for toilet programme completion and Additional Support Needs improvement works.	

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Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/09/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	G	24	601	601	0	290	0	290	290	0	290	2,030	0	2,030
Melrose 3G Pitch	G	688	1,000	1,000	0	0	0	0	0	0	0	0	0	0
Netherdale Spectator Stand	G	20	148	148	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	A	0	0	376	(376)	0	376	376	153	0	153	4,318	0	4,318
		732	1,749	2,125	(376)	290	376	666	443	0	443	6,348	0	6,348
Culture & Heritage														
Jim Clark Museum	G	514	639	639	0	0	0	0	0	0	0	0	0	0
Public Hall Upgrades	G	17	34	34	0	208	0	208	99	0	99	0	0	0
Sir Walter Scott Court House - Phase 2	A	0	0	136	(136)	460	136	596	2,488	0	2,488	932	0	932
Trimontium, Melrose	G	0	0	0	0	60	0	60	0	0	0	0	0	0
		531	673	809	(136)	728	136	864	2,587	0	2,587	932	0	932
Total Culture & Sport		1,263	2,422	2,934	(512)	1,018	512	1,530	3,030	0	3,030	7,280	0	7,280

Sports Infrastructure		
Synthetic Pitch Replacement Fund		Timing movement to 2020/21 to reflect re-profile of programme of works.
Culture & Heritage		
Sir Walter Scott Court House - Phase 2		Timing movement to 2020/21 as project objectives are finalised with partners.

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R	Actual to 30/09/19	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	A	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
	G													
Economic Regeneration														
Great Tapestry of Scotland - Building	A	636	2,700	5,451	(2,751)	50	2,751	2,801	0	0	0	0	0	0
Borders Town Centre Regeneration Block	G	165	1,661	1,661	0	100	0	100	100	0	100	700	0	700
Borders Innovation Park	A	248	3,524	6,024	(2,500)	6,702	2,500	9,202	4,109	0	4,109	3,900	0	3,900
Newtown St Boswells Regeneration	G	1	36	36	0	20	0	20	84	0	84	260	0	260
Eyemouth Regeneration	A	45	204	704	(500)	0	500	500	0	0	0	0	0	0
Hawick Regeneration Block	G	2	580	580	0	1,897	0	1,897	0	0	0	0	0	0
Galashiels Town Centre Regeneration	A	149	331	821	(490)	0	490	490	0	0	0	0	0	0
		1,246	9,036	15,277	(6,241)	8,769	6,241	15,010	4,293	0	4,293	4,860	0	4,860
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	158	472	472	0	450	0	450	450	0	450	3,450	0	3,450
		158	472	472	0	450	0	450	450	0	450	3,450	0	3,450
Total Economic Development & Corporate Services		1,404	9,508	15,749	(6,241)	9,219	6,241	15,460	4,743	0	4,743	8,310	0	8,310
Economic Regeneration														
Great Tapestry of Scotland - Building		Reprofile of capital expenditure in line with a revised programme and scheduled opening date of Spring 2021 to maximise revenue opportunities within peak tourist season.												
Borders Innovation Park		Reprofiling of capital programme to reflect a change in programme around the delay in commencement of construction of building works.												
Eyemouth Regeneration		Timing movement in to 2020/21 in line with Scottish Government Regeneration Capital Grant funding application												
Galashiels Town Centre Regeneration		Reprofile to coincide with revised opening date of Great Tapestry of Scotland building.												

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/09/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes	G		287	319	(33)	300	0	300	300	0	300	2,100	0	2,100
		0	287	319	(33)	300	0	300	300	0	300	2,100	0	2,100
Total Emergency & Unplanned Schemes		0	287	319	(33)	300	0	300	300	0	300	2,100	0	2,100
Planned Programming Adjustments														
Planned Programme Adjustments	G		0	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Planned Programming Adjustments		0	0	0	0	0	0	0	0	0	0	0	0	0

Emergency & Unplanned Schemes														
Emergency & Unplanned Schemes		Budget transfer of £33k to CRC - Bulky Waste Adjustments												

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/09/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Scottish Borders Council														
Wheelchair Housing Strategy	G	5	28	28	0	0	0	0	0	0	0	0	0	0
Springwell Brae, Broughton	G	0	31	31	0	0	0	0	0	0	0	0	0	0
Green House Pilot	G	0	50	50	0	0	0	0	0	0	0	0	0	0
		5	109	109	0	0	0	0	0	0	0	0	0	0
Scottish Borders Council - Funding														
Developer Contributions	G	0	(109)	(109)	0	0	0	0	0	0	0	0	0	0
		0	(109)	(109)	0	0	0	0	0	0	0	0	0	0

Scottish Borders Council
Capital Financial Plan

		2019/20				2020/21			2021/22			2022/23 - 2028/29		
	R A G	Actual to 30/09/19 £000	Projected Outturn £000	Latest Approved Budget £000	Variance £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000	Latest Approved Budget £000	Variance £000	Projected Budget £000
Social Care Infrastructure														
Adult Services Facilities Upgrades	G	48	193	193	0	200	0	200	200	0	200	93	0	93
Care Inspectorate Requirements & Upgrades	G	3	91	91	0	54	0	54	55	0	55	421	0	421
Residential Care Home Upgrade Block	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Todlaw, Duns	G	0	1,090	1,090	0	0	0	0	0	0	0	0	0	0
Langhaugh, Galashiels	G	0	1,600	1,600	0	200	0	200	0	0	0	0	0	0
Stirches, Kelso, Eyemouth, Peebles, Waverley HA	G	0	150	150	0	1,373	0	1,373	1,523	0	1,523	0	0	0
Technology Enabled Care	G	19	100	100	0	100	0	100	200	0	200	600	0	600
Residential Dementia Care	A	30	197	597	(400)	1,000	400	1,400	500	0	500	0	0	0
Deanfield Care Home, Hawick	G	0	200	200	0	1,900	0	1,900	700	0	700	0	0	0
		100	3,621	4,021	(400)	4,827	400	5,227	3,178	0	3,178	1,114	0	1,114
Total Health & Social Care		100	3,621	4,021	(400)	4,827	400	5,227	3,178	0	3,178	1,114	0	1,114

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Social Care Infrastructure		
Residential Dementia Care		Timing movement to 2020/21 in line with project delivery timescales.

Scottish Borders Council
Capital Financial Plan

CAPITAL FINANCING	2019/20			2020/21			2021/22			2022/23 - 2028/29		
	Projected Outturn	Latest Approved Budget	Variance	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget	Latest Approved Budget	Variance	Projected Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
C9001 - Capital - General Capital Grant												
Capital - General Capital Grant	(16,765)	(16,765)	0	(15,400)	0	(15,400)	(15,400)	0	(15,400)	(107,800)	0	(107,800)
C9002 - Scottish Government Specific Capital Grant												
Other Fleet - Electric Vehicles	(158)	(82)	(76)	0	0	0		0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	(250)	(253)	3	0	0	0	0	0	0	0	0	0
Flood Studies	(494)	(524)	30	(350)	(30)	(380)	(350)	0	(350)	(2,450)	0	(2,450)
Hawick Flood Protection	(3,200)	(3,200)	0	(12,829)	0	(12,829)	(14,830)	0	(14,830)	(8,049)	0	(8,049)
Cycling Walking & Safer Streets	(188)	(188)	0	(199)	0	(199)	(211)	0	(211)	(1,685)	0	(1,685)
Early Learning and Childcare	(6,330)	(6,330)	0	0	0	0	0	0	0	0	0	0
Hawick High School SFT	0	0	0	0	0	0	0	0	0	(20,000)	0	(20,000)
Hawick Regeneration	(580)	(580)	0	(1,897)	0	(1,897)	0	0	0	0	0	0
Borders Town Centre Regeneration Block	(1,421)	(1,421)	0									
	(12,621)	(12,578)	(43)	(15,275)	(30)	(15,305)	(15,391)	0	(15,391)	(32,184)	0	(32,184)

CAPITAL FINANCING	2019/20			2020/21			2021/22			2022/23 - 2028/29		
	Projected	Latest	Variance	Latest	Variance	Projected	Latest	Variance	Projected	Latest	Variance	Projected
	Outturn	Approved Budget		Approved Budget		Approved Budget	Approved Budget		Approved Budget	Approved Budget		
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
C9005 - Developer Contributions												
Roads & Bridges Block	(80)	(80)	0	0	0	0	0	0	0	0	0	0
Reston Station Contribution	0	0	0	0	0	0	0	0	0	(100)	0	(100)
Play Facilities	0	(12)	12	(15)	0	(15)	0	0	0	0	0	0
Play Areas & Outdoor Community Spaces	(65)	(53)	(12)	0	0	0	(7)	0	(7)	0	0	0
Engineering Minor Works	0	(14)	14	0	(14)	(14)	0	0	0	0	0	0
School Estate Block	(100)	(100)	0	(100)	0	(100)	(100)	0	(100)	(700)	0	(700)
	(245)	(259)	14	(115)	(14)	(129)	(107)	0	(107)	(800)	0	(800)
C9006 - Capital Receipts												
	(4,721)	(2,962)	(1,759)	(2,440)	0	(2,440)	(300)	0	(300)	(400)	0	(400)
C9007 - Plant & Vehicle Fund												
Plant & Vehicle Replacement - P&V Fund	(2,000)	(2,000)	0	(2,000)	0	(2,000)	(2,000)	0	(2,000)	(14,000)	0	(14,000)
Synthetic Pitch Replacement Fund	0	(364)	364	0	(364)	(364)	(153)	0	(153)	(3,658)	0	(3,658)
	(2,000)	(2,364)	364	(2,000)	(364)	(2,364)	(2,153)	0	(2,153)	(17,658)	0	(17,658)
C9008 - Capital Borrowing												
	(15,386)	(27,023)	11,637	(18,975)	(9,860)	(28,835)	(20,529)	4,109	(16,420)	(48,658)	3,900	(44,758)
TOTAL CAPITAL FUNDING	(63,669)	(71,893)	8,224	(63,651)	(10,268)	(73,919)	(56,806)	0	(56,806)	(208,015)	0	(208,015)

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget £000's	Proposed Movement	Projected Outturn	Actuals to 30/09/2019
Assets & Infrastructure					
Flood & Coastal Protection					
General Flood Protection Block					
Romanno Bridge Flood Bank		170	0	170	6
Duns Golf Course		15	0	15	0
Community Resilience		10	0	10	0
Management Fees		30	0	30	0
Still Burn Fountainhall		30	(30)	0	0
Minor Works		12	30	42	1
Bankend North, Jedburgh		183	0	183	2
Denholm Flood Works		25	0	25	0
		475	0	475	9
Flood Studies					
Peebles, Innerleithen, Broughton Flood Scheme		115	0	115	44
Earlston Flood Scheme		12	0	12	10
Newcastleton Flood Scheme		36	0	36	17
Hawick NFM Scheme Preparation		85	0	85	0
Galashiels NFM Scheme Preparation		30	(30)	0	0
Eyemouth Coastal Flood Scheme		119	0	119	27
Peebles Surface Water Flooding		32	0	32	29
Galashiels Surface Water Flooding		0	0	0	0
EttrickValley		30	0	30	0
Lindean Flood Study		54	0	54	0
Management Fee		11	0	11	11
Timing movement to 2020/21			30		
		524	0	494	138
Land and Property Infrastructure					
Health and Safety Works					
Melrose Grammar exterior upgrade		30	0	30	3
Edenside workshops toilet upgrades		25	(0)	25	3
Tweedbank craft units roofing upgrades		12	(2)	10	1
School toilets upgrades		79	(0)	79	76
SBCares (fire safety upgrades)		20	0	20	6
Castlewood cemetery paths upgrade		20	0	20	2
Hawick Old Baths roofing upgrade		30	0	30	3
Drumlanrig Tower structural upgrade		10	5	15	1
Hawick HS electrical infrastructure upgrade		20	0	20	2
Priorsford PS external lighting upgrade		6	(0)	6	6
Halyrude PS external lighting upgrade		5	3	8	8
St Marys Loch toilets lighting & wiring upgrade		5	0	5	1
Broughton toilets lighting & wiring upgrade		5	0	5	1
Selkirk HS DB upgrade		20	(14)	6	0
Edenside PS DB upgrade		14	(8)	7	0
Selkirk Municipal buildings portocabin removal		9	0	9	1
Selkirk Municipal buildings dry rot works		20	0	20	2
Selkirk HS carpark upgrade		10	0	10	1
Knowepark PS carpark upgrade		10	0	10	1
Philiphaugh PS carpark upgrade		14	(0)	14	2
Peebles HS damp works		7	3	10	10
Tweedside Caravan park upgrades		20	10	30	2
Skirling & Innerleithen Cemetery walls upgrade		10	0	10	1
Greenlaw PS windows upgrade		198	22	220	180
Burgh Hall boiler upgrade		20	0	20	2
Reston PS boiler upgrade		30	0	30	3
Lanark Lodge boiler upgrade		49	0	49	6
Hawick HS boiler upgrade		26	(0)	26	3
Asbestos Management		20	20	40	11
Legionella works/upgrade water tanks		20	20	40	2
Haylodge Park boundary wall upgrade		10	(9)	1	1
Council HQ upgrade car park		5	(0)	5	1
Bongate Units Surface Upgrades		18	0	18	2
Knowepark PS Toilet Upgrade		18	0	18	2
Philiphaugh PS Toilet Upgrade		7	(0)	7	1
School Security Works		45	0	45	5
Cultural Services property upgrades		25	(0)	25	3
Denholm PS replacement of external facias		20	0	20	2
Stirches PS External Drainage works		30	0	30	3
Ayton PS structural walling works - cladding		23	(6)	17	17
Cuddyside Path upgrade		7	(0)	7	1
Cemetery wall upgrades - Eddleston/Denholm/Drumelzier		10	0	10	1
Drumlanrig PS Asbestos Removal works		5	1	6	7
Industrial Unit Fabric Upgrade		2	(2)	0	0
Wilton PS Toilet Upgrade		0	18	18	18
Health and Safety Works		0	24	24	24
Duns Road depot roofing works		0	18	18	0
Unallocated Balance		18	8	26	0
Management Fee		112	(112)	0	0
		0	1,117	0	1,117
					427

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/09/2019
Commercial Property Upgrades					
Lingle Mill		92	0	92	58
	0	92	0	92	58
Building Upgrades					
Morebattle PS roof upgrade (corridor & toilets area)		30	0	30	19
Sprouston PS windows upgrade (final phase of classrooms)		14	(0)	14	1
Deanfield RHE roof upgrade (phase 1)		20	0	20	12
Trinity PS window upgrade		40	(6)	34	34
Katherine Elliot Centre fascia works		8	(2)	6	1
Linglie Mill roofing & external repairs		50	(22)	28	6
Philiphugh PS roofing upgrade		30	(20)	10	3
Knowepark PS windows upgrade (phase 1)		40	(36)	4	4
Langlee CC/Centre windows upgrade		45	62	107	107
Chambers Institute roofing upgrade (phase 1)		50	(10)	40	15
Kirkurd Session House roof repairs		10	(3)	7	7
Lethenside workshops roofing upgrade		15	(0)	15	2
Coldstream workshops roofing upgrade		40	0	40	4
Saltgreens RHE windows upgrade		74	0	74	11
Cockburnspath PS roofing upgrade		40	0	40	19
Eyemouth CC roofing upgrade		50	(44)	6	6
Coldstream PS boiler room upgrade		59	(0)	59	7
Lifts - Mechanical infrastructure upgrades		30	0	30	0
Gala AC roof works (small)		5	(5)	0	0
Selkirk HS electrical upgrade		45	(25)	20	7
Electrical infrastructure upgrade		30	(30)	0	0
Morebattle PS window upgrade		8	(7)	1	1
Rosetta Road roof upgrade (leadwork)		11	(11)	0	0
Rosetta Road boiler upgrade		8	(7)	1	1
Eyemouth Industrial Estate Door/Window Upgrade		14	(2)	12	2
Reston PS Boiler Upgrade		5	(4)	1	1
Gala Volunteer Hall Toilet Upgrade		23	2	25	3
HQ Main Building Upgrades		5	(4)	1	1
Langlee Centre services upgrade		50	(50)	0	0
Grove RHE boiler/generator upgrade		20	(20)	0	0
Kelso Town House heating & lighting upgrade		7	1	8	4
Broughton Nursery heating upgrade		11	(1)	10	6
Emergency electrical upgrading works to Edenside PS		0	10	10	3
Unallocated		7	(0)	7	0
Management Fee		99	(99)	0	0
Timing Movement to 2020/21			329		
	0	989	0	660	286
Cleaning Equipment Replacement Block					
Cleaning Equipment		50	0	50	20
	0	50	0	50	20
Contaminated Land Block					
09/00059/PIIA		88	(50)	38	0
09/00038/PIIA		103	(103)	0	0
Timing Movement to 2020/21			153		
	0	191	0	38	0
Play Areas & Outdoor Community Spaces					
Home Park, Coldstream		285	(10)	275	275
Shedden Park, Kelso		278	0	278	0
Peebles Play Park & Skate Park		495	(270)	225	0
Wilton Lodge Park, Hawick		19	0	19	0
Play Facilities & Surfacing Review		20	1	21	0
Harestanes		89	0	89	89
Management Fee		103	0	103	103
Virement from Play Facilities Block			(12)	0	0
Clovenfords Play Facilities			1	1	0
Unallocated			20	20	0
Timing movement to 2020/21 - Peebles Skate Park			270		
	0	1,289	0	1,031	467
Asset Rationalisation					
HQ Reception and new canteen		621	0	621	162
Langlee Complex		10	0	10	0
Old Canteen Demolition & Surfacing Works		159	(158)	1	1
2 Bowden Road demolition		20	20	40	0
Paton Street Galashiels Agile Working		150	(75)	75	1
Hawick Town Hall Agile Working		150	(75)	75	5
HQ Agile Working		380	(300)	80	3
Redundant School Building Demolition		163	0	163	8
Unallocated		122	(122)	0	0
Timing Movement to 2020/21			710		
	0	1,775	0	1,065	181

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/09/2019
Energy Efficiency Works					
Energy Efficiency Works		1,141	0	1,141	125
	0	1,141	0	1,141	125
Road & Transport Infrastructure					
Roads & Bridges -inc. RAMP, Winter Damage & Slopes					
Surface Dressing		2,735	(15)	2,720	1,837
Patching		1,532	(20)	1,512	132
Resurfacing/Overlays		983	34	1,017	263
Walls & Structures		305	(14)	291	37
Footways		435	0	435	262
Drainage		280	(35)	245	23
Masonry Refurbishment		375	95	470	274
New Easter Langlee Roundabout		80	0	80	0
STTS Funded Schemes		1,072	0	1,072	20
Virement from Information Technology			(95)		
Virement to Accident Investigation Prevention			50		
		7,797	0	7,842	2,848
Lighting Asset Management Plan					
Main Street, Earlston		40	0	40	0
Preston Road, Duns		40	12	52	52
Marmion Road, Galashiels		20	0	20	0
Bristol Terrace/Edinburgh Road, Galashiels		30	0	30	1
Wester Row, Greenlaw		2	(2)	0	0
Elm Row, Hawick		30	0	30	0
High Cross Avenue, Melrose		50	3	53	53
Minto Road, Denholm		30	0	30	0
Corroded Columns		20	(13)	7	4
		262	0	262	110
Accident Investigation Prevention Schemes Block					
AIP Schemes (Road Safety)		38	48	88	0
Traffic Calming Measures		7	2	9	9
Design fees		5	0	5	0
Virement from Roads and Bridges Block			(50)	0	
		50	0	102	9
Cycling Walking & Safer Streets					
Cycle Related Activities		114	0	114	0
Walking Related Activities		112	0	112	33
		226	0	226	33
Children & Young People					
School Estate					
Early Learning and Childcare					
Coldstream ELCC		50	0	50	0
St Ronans Primary School Extension		1,400	0	1,400	27
Stow		150	0	150	9
Wilton Primary School ELCC		2	7	9	9
St Boswells Primary School Extension		28	50	78	5
St Margaret's Primary School		17	50	67	0
Yetholm Primary School		20	0	20	8
Duns Primary School		200	0	200	176
Swinton		295	0	295	3
Burgh Primary School		10	0	10	3
Chirside Primary School		0	0	0	0
Stirches Primary School		341	110	451	450
Priorsford School		1,600	0	1,600	31
Galashiels New Build School		0	0	0	0
Hawick New Build School		0	0	0	0
Sprouston Alterations		10	0	10	4
Lauder		40	0	40	0
Kingsland Nursery			10	10	10
Unallocated Balance - Early Years Block		2,167	(227)	1,940	235
		6,330	0	6,330	970
School Estate Block					
<i>Improve and enhance school environments:</i>					
Hawick HS Window & Classroom Refurbishment		200	0	200	105
Burnfoot Refurbishment		120	0	120	121
High School Social Areas (including Selkirk HS previously approved)		709	0	709	223
Priorsford Extension		500	0	500	199
Chirside Primary School		70	0	70	12
Coldstream Refurbishment work		150	0	150	20
Stirches Primary School		75	0	75	0
Greenlaw PS Upgrade			10	10	10
Ednam Refurbishment				4	3
School toilet programme		200	(200)	0	0
Primary School Refurbishments		730	(14)	716	173
<i>Ensure school security, health and safety and legislative obligations are met:</i>					
Further enhancement to reception security		40	30	70	69
Burgh Primary School - Secure Reception		200	(137)	63	0
Melrose PS Security Legal Obligations		85	0	85	64
Reston Primary School - Secure Reception		5	0	5	0
Galashiels Academy Legal Obligations		20	6	26	26
Kitchen refurbishment programme		8	7	15	15
Newcastleton Security Works		200	0	200	16
Lauder Security Works		7	0	7	5
Knowepark Primary School Secure Reception		5	4	9	9
		70	0	70	51

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/09/2019
<i>Enhancement to ASN provision in specialist resources:</i>					
		500	(500)	0	0
Accessibility works		471	0	471	0
ASN Enhancements Galashiels Academy		15	0	15	11
Berwickshire HS Adaptations		100	0	100	42
Langlee PS Accessibility Works		2	5	7	7
Duns PS Accessibility Works		36	0	36	10
<i>Respond to urgent issues arising unexpectedly in response to inspections by regulatory bodies, unplanned incidents or in relation to any of the key outcomes listed above:</i>					
		415	(415)	0	0
Unallocated Balance		0	0	0	0
Timing movement to 2020/21			1,204		
		4,933	0	3,733	1,191
Culture & Sport					
Sports Infrastructure					
Culture & Sports Trusts - Plant & Services					
Business Development		119	0	119	0
Building Energy Management System Upgrades		33	0	33	0
Pool Hall Humidity Sensors		30	0	30	0
Lighting		20	0	20	0
Heat Recovery		20	0	20	0
Pool Covers		8	0	8	0
External Remedials		72	0	72	0
Pool Tank Grouting/Expansion Joints		30	0	30	0
Pool Plant/Filtration/Sand Media		32	0	32	0
Lightning Protection		27	0	27	0
Heating/Air Handling Unit's		70	0	70	0
Berwickshire Recreation Education Sports Trust		38	0	38	16
Jedburgh Leisure Facilities Trust		102	0	102	8
		601	0	601	24
Public Hall Upgrades					
Volunteer Hall		34	0	34	17
Unallocated		0	0	0	0
		34	0	34	17
Economic Development					
Economic Regeneration					
Hawick Regeneration					
Former Armstrong/Almstrong Building		500	0	500	2
Galalaw Business Park		80	0	80	0
Unallocated		0	0	0	0
		580	0	580	2
Borders Town Centre Regeneration Block					
Jedburgh Abbey Ramparts - contribution to CARS project		75	(25)	50	0
Jedburgh Place Plan		0	25	25	0
Hawick Public realm/ Former Armstrong Building		129	0	129	0
Workshop Development		36	0	36	6
Town Centre Funds (Jedburgh, Hawick, Galashiels, Eyemouth, Selkirk)		1,421	0	1,421	159
Unallocated		0	0	0	0
		1,661	0	1,661	165
Borders Innovation Park					
Phase 1		4,274	(2,500)	1,774	248
Phase 2/3		1,750	0	1,750	0
Timing movement to 2020/21			2,500		
		6,024	0	3,524	248

	CFO/ Service Dir Asset&Infr Approval	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/09/2019
Health & Social Care					
Social Care Infrastructure					
Adult Services Facilities Upgrades					
Deanfield, Hawick		35	0	35	4
Grove House, Kelso		35	(1)	34	1
St Ronan's, Innerleithn		35	(10)	25	0
Saltgreens, Eyemouth		34	(1)	33	1
Waverly, Galashiels		34	(10)	24	0
Day Services		20	22	42	42
Unallocated		0	0	0	0
		<u>193</u>	<u>0</u>	<u>193</u>	<u>48</u>
Care Inspectorate Requirements & Upgrades					
Deanfield, Hawick		17	0	17	3
Grove House, Kelso		17	0	17	0
St Ronan's, Innerleithn		17	0	17	0
Saltgreens, Eyemouth		17	0	17	0
Waverly, Galashiels		17	0	17	0
Day Services		9	0	9	0
Unallocated		0	0	0	0
		<u>91</u>	<u>0</u>	<u>91</u>	<u>3</u>

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MONITORING OF THE GENERAL FUND REVENUE BUDGET 2019/20

**Report by the Chief Financial Officer
EXECUTIVE COMMITTEE**

19 November 2019

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 September 2019 along with explanations of the major variances identified between projected outturn expenditure/income and the current approved budget.**
- 1.2 The last revenue monitoring report, approved by the Executive Committee on the 20th August, noted the significant risks associated with H&SC in delivering a balanced outturn position for 2019/20. Since the last report Corporate Management Team has assessed updated financial projections for H&SC. Information prepared with the department indicates significant underlying pressures of £2.518m in excess of budget remain. These pressures, if not contained, will result in a year end overspend for the Council. Consequently, the CMT has developed a series of budget measures designed to bring the revenue account back into balance by 31st March 2020. If these actions are not successful however, or if further unfunded issues emerge, these pressures will result in a year end overspend.
- 1.3 The measures identified include settlement of the Scottish Wide Area Network (SWAN) dispute (£0.840m), a further transfer of resources from the Integration Joint Board (IJB) (£0.925m) and a range of actions, highlighted in section 3, to deliver underspends in other services (£0.753m) to help offset adverse variances projected in Health and Social Care. Taken together these measures allow a forecast balanced outturn position at 31st March 2020 to be reported for the Council.
- 1.4 As the year progresses further pressures are likely to emerge and in anticipation the CMT has now instructed a freeze on discretionary expenditure, including managed delays in recruitment to non-frontline posts.
- 1.5 Finance staff continue to support managers in their forecasting responsibilities with month-end forecasting tools being automatically emailed out to all budget managers directly from Business World. Further progress has been made in engaging and training of managers, work continues across the Council to ensure ownership of the budget by managers, their full engagement in the monitoring process and the robustness and accuracy of projections.

- 1.6 Good progress is being made in delivery of savings in the current year as shown in Appendix 4. As at 30 September 2019 62% (£8.176m) of the savings required by the approved budget have been delivered within the current year. A further 22% (£2.827m) is profiled to be delivered during the remainder of 2019/20 with the remaining 17% (£2.260m) having temporary in-year mitigations to deliver alternative savings. Emphasis during the remainder of 2019/20 needs to be placed on delivering all outstanding savings permanently per the 2019/20 Financial Plan, including those for which only temporary solutions have been found. This is particularly important given the scale of the full year savings required (£13.263m), including those brought forward from 2018/19 requiring permanent solutions and the requirement to deliver ambitious savings plans in future financial years within the Financial Plan.
- 1.7 Full details of pressures, risks and challenges and the significant majority of areas of the Council's operation where budget plans remain on track are detailed in Appendix 1 to this report.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:-

- (a) notes the projected corporate monitoring position reported at 30 September 2019, the pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1;**
- (b) notes the balanced position projected is dependent upon £925,000 being provided by the IJB to support additional costs of care packages being experienced in the current year and instructs the Chief Officer IJB to address this matter through the Integration Joint Board;**
- (c) agrees the virements attached as Appendices 2 and 3;**
- (d) notes the progress made in achieving Financial Plan savings in Appendix 4; and**
- (e) continues to actively promote a culture of sound financial management across the Council, and that budget affordability is fully considered in service delivery decisions in order to ensure the ongoing financial sustainability of the Council.**

3 PROJECTED OUTTURN

- 3.1 The revenue monitoring position set out in this report, and summarised in Appendix 1, is based on actual income and expenditure to the 30 September 2019.
- 3.2 The last revenue monitoring report, approved by the Executive Committee on the 20th August, noted the significant risks associated with H&SC in delivering a balanced outturn position for 2019/20. Since the last Executive report, the Corporate Management Team has assessed updated financial projections for H&SC. Information prepared with the department indicates significant underlying pressures of £2.518m in excess of budget. These pressures, if not contained, will result in a year end overspend. Consequently, the CMT has developed a series of budget measures designed to bring the revenue account back into balance by 31st March 2020. If these actions are not successful or if further unfunded risks emerge these pressures will result in a year end overspend. Management actions are detailed in the table below:

Management action	£m
Reported H&SC pressure	(2.518)
Settlement of SWAN dispute	0.840
Assumed further transfer of resources from IJB	0.925
A range of actions to deliver underspends in services	0.753
Net reported position	0

- 3.3 The pressures in Health and Social Care arise through the non-delivery of savings, reduced income from charging and the costs of additional care packages. The financial implications of both increases in service delivery within H&SC and reductions in income will need to be addressed as part of the 2020/21 financial planning process to ensure the budget is as robust as possible. Performance against the delivery of approved savings within the integrated budget is not currently acceptable and the permanent delivery of savings remains a key requirement to ensure the Council lives within its means and operates a stable, balanced budget.

- 3.3 Appendix 4 sets out the progress made by the end of month 6 to deliver the savings approved in the Financial Plan in February 2019 plus prior year savings achieved temporarily during 2018/19. 62% (£8.176m) of the savings required by the approved budget have been delivered within the current year, 22% (£2.827m) is profiled to be delivered during the remainder of 2019/20 with the remaining 17% (£2.260m) having temporary in-year mitigations.

3.4 **Culture & Sport**

Culture and Sport are projecting a balanced position.

3.5 **Assets & Infrastructure**

The service is projecting a balanced outturn position with known pressures being addressed within the service. Changes in the delivery of the winter service are commencing, the financial implications will be monitored closely over the winter period.

3.6 **Economic Development & Corporate Services**

Economic Development & Corporate services are projecting a potential underspend position of £0.099m. In arriving at this projection, £160,000

has been released into the Economic Development budget to fund projects previously agreed. These projects have all been delivered and funded by department budgets, therefore the release of resources held on the balance sheet now reinstates the budgets as originally intended. It is now proposed to earmark £61,000 of these resources into 2020/21. Subject to the overall financial position of the Council, the £99,000 will also be carried forward in 2020/21 to support economic development activity.

3.7 Health & Social Care

The service is focusing management action to limit both demand pressures and income shortfalls in 19/20, however significant additional budget is still required from other Council services. It should be noted that this support is being provided on a non-recurring basis. Increased client care costs across all areas of care, including homecare, respite, Direct Payments through Self Directed Support and Residential care are all causing budget pressures. Many of the Integration Joint Board delegated services continue to be extremely volatile in nature, (i.e. Joint Learning Disability 1 single client can cause a variance in excess of £100k). The report assumes that the IJB will provide additional funding of £925,000 in response to increased care packages that are being provided by the Council to support the discharge of clients from NHS facilities. A greater focus on budgetary control, improved management of the recovery of income due from clients, and measures to ensure that additional care packages are not agreed without a source of funding being identified, is also required as a matter of urgency.

3.8 Children & Young People

The service is currently projecting a balanced outturn position. A range of pressures continue to be managed across the directorate during the second quarter of 2019/20. A number of potential and emerging pressure beyond the reported position require close management and if required, additional efficiency actions will be required to manage increasing costs in areas including teacher's absence levels and increased demand for transport in schools and additional support needs.

3.9 Customer & Communities

The service is projecting an underspend position of £91k, this underspend is being used to support budget pressures in H&SC. This net position is following a contribution of £174k to the Fit for 2024 transformation programme due to staffing reductions as a result of digital transformation developments and more efficient staffing models.

3.10 Finance & Corporate Services

The service is projecting a net underspend of £444k resulting from an underspend in Loans Charges as a result of tactical decisions to defer borrowing to finance the capital investment programme during the year. This underspend is being used to support budget pressures in H&SC. Further procurement savings require to be delivered during the remainder of the year with these being profiled to be delivered over the next 6 months.

3.11 Human Resources

The Service is projecting an underspend position of £46k due to additional income. This underspend is being used to support budget pressures in H&SC. The Corporate Transformation team are working on a number of projects linked to delivering existing financial plan savings and those linked to the Fit for 2024 programme of transformation.

3.12 Regulatory Services

The Service is projecting a balanced position with all known pressures being managed within the service. The Planning service is highly dependent on fee income to achieve their budget target. The income levels received in the 1st quarter of 2019/20 were positive; however, in the 2nd quarter income received has been less strong. This area will be monitored closely over the remainder of the year and any variance from budget will be reported as the financial year progresses.

3.13 **SWAN Settlement**

A commercial settlement has now been reached to settle the long running dispute associated with the Pathfinder South project. A commercial agreement has been jointly reached with Dumfries & Galloway Council which will provide compensation to the Council of £0.840m net of back bills. The agreement reached will see settlement in the current financial year and concludes the Council's involvement with Pathfinder South in full. Members will recall that this issue was previously highlighted as part of the monitoring process in previous financial years and the anticipated settlement was reflected as a contingent asset in the Council's 2018/19 audited accounts.

4 IMPLICATIONS

4.1 **Financial Recommendations**

There are no costs attached to any of the recommendations contained in this report, its content being specifically related to the performance of the revenue budget in 2019/20.

4.2 **Risk and Mitigations**

There is a risk that further cost pressures may emerge as the year progresses or that the savings required to compensate for non-delivery of Financial Plan savings may not be delivered as planned, both of which may impact on the outturn position. Every effort must continue to be made by Service Directors to contain projected spend in the remainder of the year and to consider permanent effects on the Financial Plan. These efforts include maintaining a focus on sound financial management, balancing the budget and delivering good value for money and ensuring these remain key aspects the culture of the Council.

4.3 It is imperative therefore that as many savings as possible identified within the 2019/20 and previous financial plans are delivered permanently to ensure affordability and budget sustainability.

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

- (a) monthly reports of actual expenditure and income against approved budgets being made available to budget managers from the Council's Business World System.
- (b) review of budget variances and monitoring of management actions to control expenditure by Finance, Service staff and Service Directors and monthly reporting to CMT.
- (c) engagement with Departments and review of monthly management accounts by management teams.
- (d) supporting departmental corporate transformation projects to monitor and deliver the planned corporate transformation savings in the medium-term Financial Plan.

4.4 Equalities

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

4.5 Acting Sustainably

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

4.6 Carbon Management

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

4.7 Rural Proofing

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

4.8 Changes to Scheme of Administration or Scheme of Delegation

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

5 CONSULTATION

5.1 The Corporate Management Team have been consulted and any comments have been reflected in the report. Any comments from the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council will be communicated at the Executive Committee meeting.

Approved by

David Robertson
Chief Financial Officer

Signature


Author(s)

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

Background Papers:

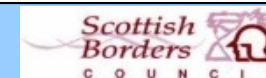
Previous Minute Reference: Executive Committee, 20 August 2019

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MONTHLY REVENUE MANAGEMENT REPORT SCOTTISH BORDERS COUNCIL 2019/20							AT END OF MONTH: Sep-19		
SUMMARY									
	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	
Culture & Sport	5,822	3,942	5,852	5,852	0	0	0	Balanced position forecast	
Asset & Infrastructure	29,380	20,059	35,132	35,148	(16)	16	0	Balanced position forecast. The winter period has commenced, this will be closely monitored over the coming months.	
Economic Development & Corporate Services	718	(48)	892	613	279	(180)	99	An underspend is currently forecast which, subject to the overall financial position of the Council, will be carried forward to 2020/21 to support planned economic development activity.	
Health & Social Care	59,280	17,973	52,114	53,506	(1,392)	1,293	(99)	The Directorate has identified significant financial risk, mainly within Older People's and Joint Learning Disability's Services. Actions have been put in place to alleviate some of these pressures. Management attention is focused to contain expenditure within revised budget and maximise income where possible. The reported position assumes delivery of £2.6m Financial Plan savings. In year, non-recurring, Corporate budget support of £1.476m has been allocated to the Service, as well as anticipated income (non-recurring) from the IJB of £925k, leaves a resulting pressure of £99k.	
Public Health	89	(20)	89	72	17	(17)	0	Small underspend being used to offset pressures in H&SC.	
Children & Young People	123,000	48,575	112,633	112,633	0	0	0	Pressures have been identified as a result of teachers sickness levels and increased demand for transport in schools and additional support needs. This is currently being reviewed with a view to managing the service within existing budget.	
Customer & Communities	14,265	(16,738)	16,111	15,446	665	(664)	0	Earmarked balance into 2020/21 £400k for Localities/Community Funds. Underspends and increased income have allowed the Service to make a contribution to the Fit for 2024 programme, £174k and to support corporate pressures, within Health and Social Care, £91k.	
Finance, IT & Procurement	34,392	6,777	34,349	32,844	1,505	(1,505)	0	Net underspend as a result of an underspend in Loans Charges through tactical borrowing decisions as well as settlement of SWAN legal challenge.	
Human Resources	5,906	3,010	6,146	6,100	46	(46)	0	Additional Skills Development Scotland income being used to support pressures in H&SC.	
Regulatory Services	6,960	1,683	8,889	8,859	30	(30)	0	Balanced position forecast	
Corporate	(1,331)	0	(1,271)	(896)	(375)	375	0	Balanced position forecast	
Total	278,481	85,214	270,936	270,177	759	(759)	(0)		
Financed by:									
Revenue Support Grant	(184,266)	(79,723)	(170,219)	(170,219)	0		0		
Non-Domestic Rates	(36,624)	(17,608)	(36,624)	(36,624)	0		0		
Council Tax	(62,948)	(63,201)	(63,112)	(62,969)	(143)	143	0	Slower growth than anticipated i.e. fewer new units coming on, impact of prior year band rate reductions (Springwood, Kelso £105k).	
Council Tax Reduction Scheme	5,357	5,339	5,407	5,231	176	(176)	0	Projected underspend based on current forecast to offset pressure in Council Tax (£143k) and H&SC (£33k).	
Capital Financed from Current Revenue	0	0	0	212	(212)	212	0	To capitalise revenue budget for hardware purchase (laptops) currently in IT model to lease.	
Reserves:									
Earmarked Balances from 2018/19	0	(7,364)	(7,364)	(7,364)	0		0		
Earmarked Balances for future years	0	0	1,800	2,380	(580)	580	0	To earmark into 2020/21 i) underspend in Great Tapestry of Scotland revenue costs due to delayed opening (£51.4k); ii) balance available in Community Fund (£400k); iii) remaining budget for enhanced tourism signage (£68k); and iv) available funds following review of balance sheet balances to fund economic activity (£61k).	
Transfers to/from Reserves	0	(794)	(824)	(824)	0		0		
Total	(278,481)	(163,350)	(270,936)	(270,177)	(759)	759	0		

**MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2019/20**

AT END OF MONTH: Sep-19



Corporate	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
More effective contract management across the Council	(482)	0	(482)	(281)	(201)	201	0	Plans now being progressed to deliver both 19/20 and 18/19 brought forward Financial Plan saving on a recurring basis. Virement (£201k) relates to the agreement of a permanent reduction in the contract value at Station Court Duns (H&SC People with Physical Disabilities).
Fit for 2024	(850)	0	(789)	(615)	(174)	174	0	Transfer of managed staff and discretionary spend savings from Customer & Communities.
Total	(1,331)	0	(1,271)	(896)	(375)	375	0	

Key Highlights, Challenges & Risks

A number of workstreams are being undertaken in order to deliver Contract Management targeted savings. £201k has been delivered permanently or temporarily this year to date and plans are in place which forecast the majority (£231k) of the remainder of the target. Plans for the remaining £50k are still being formulated. Virement relates to a permanent reduction in the contract value at Station Court Duns (H&SC People with Physical Disabilities).

Culture & Sport	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
Cultural Services	3,706	2,650	3,526	3,526	0		0	
Sports Services	2,116	1,292	2,326	2,326	0		0	
Total	5,822	3,942	5,852	5,852	0	0	0	

Key Highlights, Challenges & Risks

A balanced position is forecast. 3% reduction in Live Borders Management Fee is being addressed with plans now in place within the Trust.

Asset & Infrastructure	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/unders pend	Summary Financial Commentary
Property	4,017	8,139	8,856	8,799	57	(57)	0	
Property Management Services	3,366	8,262	8,180	8,180	0		0	
Estates Management Services	411	173	417	369	48	(48)	0	Vacancy Savings (£55k) to Network & Infrastructure Asset Management
Architects	107	(119)	107	78	29	(29)	0	Additional external income to Major Projects (£20k) and Network & Infrastructure Asset Management (£9k)
Major Projects	133	(176)	152	172	(20)	20	0	Unachievable financial plan savings funded from available budget within Architects
Facilities	4,672	2,809	4,990	4,990	0	0	0	
Catering Services	678	650	812	838	(26)	26	0	Employee cost pressures funded from available budget within Cleaning & Facilities Management
Cleaning & Facilities Management	3,994	2,159	4,178	4,152	26	(26)	0	Vacancy savings (£26k) to Catering Services
Parks & Environment	4,406	1,819	4,232	4,262	(30)	30	0	£30k virement from Planning Services as a contribution to access path financial plan savings.
Roads & Infrastructure	16,769	7,292	17,054	17,097	(43)	43	0	
Network & Infrastructure Asset Management	8,631	2,584	7,856	8,033	(177)	177	0	Budget transfer from Estate Management Services, Architects and Waste to fund projected fleet pressures. Budget transfer from Engineers to fund software implementation and training costs
SBCContracts	(696)	977	(745)	(745)	0		0	
Fleet Management Services	(279)	223	(359)	(359)	0		0	
Engineers	269	217	815	720	95	(95)	0	Budget transfer to Network & Infrastructure Asset Management
Pay Parking	0	(37)	121	121	0		0	
Waste Management Services	8,845	3,327	9,365	9,326	39	(39)	0	Savings within Transport costs (£25k). Underspend in disturbance allowance for the implementation of the Waste Collection Model (£13.5k) to fund budget pressures in H&SC.
Corporate Savings	(484)	0	0	0	0	0	0	
Total	29,380	20,059	35,132	35,148	(16)	16	0	

Key Highlights, Challenges and Risks

The roads restructure continues to make positive progress with all front line managers reporting arrangements having been realigned and the second tier realignment continuing to be embedded. The cultural changes required to bring about a single roads service continue to emerge, with the management team working cooperatively to take on corporate requirements for change.

Unite the Union and its members who usually undertake winter maintenance for the Council are currently undertaking industrial action in a dispute over the application of agreed terms and conditions, specifically regards the rates of pay the staff receive for undertaking winter maintenance activities. This situation will be monitored over the remainder of the year and any financial implications reported.

Waste Management Services are currently forecasting to achieve a £200k saving in 2019/20 linked to education around recycling. A recycling campaign started with schools during the summer and the impact of this will be monitored over the balance of the year. It should be noted that this saving will be challenging to achieve in the current year as it involves a change in behaviour by the public, which can take time to implement.

Economic Development & Corporate 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
Corporate Policy	233	(66)	233	233	0		0	To earmark into 2020/21 i) projected underspend due to delayed opening of GToS (£51.4k); ii) remaining budget for enhanced tourism signage (£68k); and iii) available funds following release of funds as a result of a balance sheet review; to fund economic activity in 2020/21 (£61k). The remaining release of resources held on the balance sheet of £99k will be carried forward to 2020/21, subject to the overall financial position for the Council, for planned economic development activity.
Economic Development	1,599	1,232	1,773	1,494	279	(180)	99	
Emergency Planning	130	54	130	130	0		0	
Commercial Property Income	(1,244)	(1,268)	(1,244)	(1,244)	0		0	
Total	718	(48)	892	613	279	(180)	99	

Key Highlights, Challenges & Risks

A review of the forecast spend within Economic Development has determined that budget can be earmarked into 2020/21, £51.4k for the Great Tapestry of Scotland, £68k for enhanced tourism signage and £61k for economic development activity. Continued review of Commercial Property income is being undertaken.

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	184	62	184	184	0		0	
Adult Protection	361	104	317	308	9	(9)	0	Delay in appointment of three Adult Protection posts. £9k budget transferred to Quality Improvement to alleviate pressure.
Emergency Duty Team	300	169	300	345	(45)	45	0	Over-establishment pressure assumed to continue, due to service demands. £39k budget transferred to Business Support - Staff Development and £6k transferred from Safer Communities to alleviate pressure.
Business Support - Staff Development	254	95	320	281	39	(39)	0	Forecast underspend for training. £39k budget transferred to Emergency Duty Team to alleviate pressure.
Quality Improvement	173	95	174	202	(28)	28	0	Staffing pressure, this includes an additional clerical post. £9k budget transferred from Adult Protection and £18k transferred from Safer Communities to alleviate pressure.
Services in Criminal Justice System	1,178	(22)	0	0	0		0	
Safer Communities	995	(8)	1,045	890	155	(155)	0	Underspend due to delayed recruitment to the second Community Action Team. £131k budget transferred to Older People, £18k budget transferred to Quality Improvement, £6k budget transferred to Emergency Duty Team to alleviate pressures.
Older People	29,247	4,747	20,490	20,734	(244)	145	(99)	Significant overspends in Locality based care budgets (including homecare, self-directed support payments and respite costs) as well as Residential care, amounting to £1.334m pressure. In addition, increased staffing costs, including extended agency contracts within the START team, amounting to a pressure of £135k. Off-setting these pressures is the forecast "clawback" of direct payments amounting to £300k. £393k budget transferred to Joint Learning Disability to fund Scottish Living Wage, and £131k transferred from Safer Communities and £17k from Public Health to alleviate pressures. In addition, in-year non recurring, Corporate support amounting to £391k, as well as anticipated IJB income of £925k, leaving a residual shortfall of £99k.
Joint Learning Disability	16,904	8,765	18,058	18,776	(718)	718	0	£288k pressure relating to increased client expenditure, £260k due to lower income relating to the removal of the flat rate charge for 24 hour Supported Living and £170k increased expenditure pressure relating to two new clients transitioning from Children's to Adult's services. £393k budget transferred from Older People Services to alleviate Scottish Living Wage pressure. In-year, non recurring, Corporate support amounting to £325k brings this service into a balanced position.
Joint Mental Health	2,138	1,221	2,194	2,325	(131)	131	0	Higher than anticipated client care packages. In-year, non recurring, Corporate support amounting to £131k brings this service into a balanced position.
People with Physical Disabilities	3,297	1,722	3,448	3,412	36	(36)	0	Locality care budgets projected to have a pressure of £151k and a pressure in packages at Station Court, amounting to a £37k. These pressures being off-set by a forecast underspend in 24 hour residential care of £152k. Virement (£201k) relates to the agreement of a permanent reduction in the contract value at Station Court Duns (Corporate Contract Management). In-year, non recurring, Corporate support amounting to £165k brings this service into a balanced position.
Generic Services	4,249	1,022	5,583	6,049	(466)	466	0	Pressures in forecasts for the Senior Management Team of £102k, Care Packages in Localities of £291k, SB Cares pressure of £486k and forecast pressures in Contracted Services of £55k. These pressures offset by forecast underspend in the implementation of the Carers Act £173k, £150k assumed income as Health's contribution to Community Equipment Store and underspends in relation to staffing £145k. In-year, non recurring, Corporate support amounting to £466k brings this service into a balanced position.
Total	59,280	17,973	52,114	53,506	(1,392)	1,293	(99)	
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	89	(20)	89	72	17	(17)	0	Delayed recruitment to vacancy. £17k transferred to Older People to alleviate pressure.
Total	89	(20)	89	72	17	(17)	0	

Key Highlights, Challenges and Risks

The Directorate is focusing management action to address both demand pressures and income shortfalls. Increased client care costs across all areas of care, homecare, respite and Direct Payments through Self Directed Support are all causing budget pressures. Many of the Integrated Joint Board delegated services continue to be extremely volatile in nature, as highlighted above (i.e. Joint Learning Disability 1 single client can cause a variance in excess of £100k). The forecast position above assumes that financial plan savings from 2018-19 that were not met permanently, as well as new 2019-20 savings, will, be met either as planned or by other means. The total pressure within H&SC is £2.501m, in-year, non-recurring, Corporate budget support amounting to £1.476m, as well as anticipated income (non-recurring) from the IJB of £925k, leaves a resulting overspend of £99k.

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	12,401	(2,241)	6,120	5,901	219	(219)	0	Virement relates to previously agreed reduction in EY Teaching Team to alleviate transport pressure in Additional Support Needs and Schools.
Primary Schools	32,241	14,499	32,309	32,309	0	0	0	Projected breakeven position. PEF is likely to underspend by around £600k as a result of substantial carry forward into 2019/20. Position is currently being finalised and will be earmarked.
Secondary Schools	41,318	20,875	40,541	40,739	(198)	198	0	Virement relates to the allocation of 1+2 languages funding to school cluster areas from Central Schools £24k, devolution of 2019/20 probationer funding to secondary schools £174k. PEF carry forward expected to be £270k.
Additional Support Needs	10,687	5,137	10,757	10,849	(92)	92	0	Department working towards breakeven position however there are still pressures due to increasing levels of demand and high levels of sickness. Virement relates to previously agreed reduction in EY Teaching Team to alleviate part of the transport pressure in Additional Support Needs and Schools.
Children & Families Social Work	14,129	6,494	14,575	14,575	0	0	0	
Educational Psychology	675	301	683	683	0	0	0	
Central Schools	5,091	384	1,262	1,065	198	(198)	0	Virement relates to allocation of 1+2 languages funding to school cluster areas £24k and the devolution of 2019/20 probationer funding to secondary schools £174k.
School Meals	1,782	731	1,711	1,711	0	0	0	
School Transport	3,627	1,823	3,627	3,754	(127)	127	0	Department working towards breakeven position, however, forecast still indicating pressure of £97k in the main due to additional bus, and closure of schools. Virement relates to previously agreed reduction in EY Teaching Team to alleviate transport pressure in Additional Support Needs and Schools.
Community Learning & Development	1,048	573	1,046	1,046	0	0	0	
Total	123,000	48,575	112,633	112,633	0	0	0	

Key Highlights Challenges & Risks

Rebasing work for Secondary in light of new rolls and teacher numbers for the start of the new academic year has been completed whilst Primary is still in progress, and will be finalised in October. Notably, teachers sickness is still showing an increase of an average of 1.43 days per teacher (6.06 to 7.49 days) from 2017/18 to 2018/19 which is creating a further pressure in the region of £450k.

Kelso High School Unitary charge remains a pressure £228k which is being met from other miscellaneous managed underspends. This will be resolved permanently in the 20/21 draft financial plan.

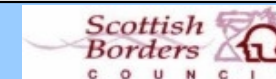
Additional Support Needs and Schools Transport are showing a pressure that is currently being offset by staff savings in Early Years. These pressures are being reviewed with a view to identifying management actions to mitigate these pressures.

In Children and Families Social Work management actions on use of agency staff to fill vacancies and changes to the number and age profile of children in placement, particularly high-tariff secure placement, have contributed to improvements in the forecast financial position, however there is always the risk that further secure placements may reverse this as the year progresses. This continues to be an area of close scrutiny and management.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL

2019/20

AT END OF MONTH: Sep-19



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	5,652	2,608	5,411	5,325	86	(86)	0	Managed staff savings due to delayed or non-recruitment, changes in staffing and grades towards schools business support model size to go towards Fit for 2024 savings.
Business Planning Performance & Policy Development	882	304	814	759	56	(56)	0	Staff turnover savings (£48k) and projected underspend in School Boards (£7.5k) to be transferred to Fit for 2024.
Community Planning & Engagement	358	321	312	312	0		0	
Localities/Community Fund	663	104	1,540	1,140	400	(400)	0	To earmark available budget into 2020/21.
Customer Advice & Support Services	3,005	1,203	3,308	3,260	48	(48)	0	Projected additional penalty and rental income to fund budget pressures in H&SC.
Democratic Services	1,446	904	1,725	1,725	0		0	
Business Change & Programme Management	966	503	871	839	32	(32)	0	Managed staff savings (£26k) and discretionary spend savings (£6k) to go towards Fit for 2024 Financial Plan savings.
Discretionary Housing Payments	58	333	772	772	0		0	
Housing Benefits	593	(20)	656	613	43	(43)	0	Projected underspend based on current projections to fund budget pressures in H&SC.
Non Domestic Rates Relief	150	(23,205)	155	155	0		0	
Scottish Welfare Fund	493	207	547	547	0		0	
Total	14,265	(16,738)	16,111	15,446	665	(664)	0	

Key Highlights, Challenges & Risks

Budget of £400k is being earmarked into 2020/21 for the Localities/Community Fund. With staff savings, discretionary spend savings and increased income, the Service is contributing to the Fit for 2024 programme for the current year £174k and supporting pressures within Health and Social Care £91k.

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	328	219	331	331	0		0	
Finance	3,994	1,029	3,529	3,520	9	(9)	0	Review of balance sheet balances resulting in available funds to offset budget pressure in H&SC (£9k).
Information Technology	10,316	4,316	10,774	9,722	1,052	(1,052)	0	CFCR for hardware purchase (laptops) currently in IT model to lease (£212k). Settlement of SWAN legal challenge (£840k) to fund pressures in H&SC.
Interest on Revenue Balances	(20)	0	0	0	0		0	
Loan Charges	20,350	938	20,035	19,535	500	(500)	0	Projected underspend due to reduced borrowing and favourable interest rates to fund pressures within Recharge to Non-General Fund (£56k) and Health & Social Care (£444k).
Provision for Bad Debts	125	276	275	275	0		0	
Recharge to Non-General Fund	(701)	0	(595)	(539)	(56)	56	0	Pressure to be funded from underspend in Loan Charges.
Total	34,392	6,777	34,349	32,844	1,505	(1,505)	0	

Key Highlights, Challenges & Risks

The Directorate is projecting a position with all known pressures being addressed within the service. Additionally, it is now forecast that £500k of Loans Charges will not now be required this financial year, primarily due to tactical borrowing decisions and Capital Plan timing movements.

Work undertaken in the first half of 2019/20 on the CGI contract has provided the opportunity for rigorous scrutiny and robust management of the service. This work has now been extended to cover 3rd Party Direct contracts which is progressing well.

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	4,007	1,989	4,006	4,006	0		0	
Early Retiral/Voluntary Severance	67	37	67	67	0		0	
Communications & Marketing	538	281	543	543	0		0	
Corporate Transformation	913	564	1,148	1,148	0		0	
Employment Support Service	382	138	382	336	46	(46)	0	Projected over recovery of Skills Development Scotland income (£46k) to fund budget pressures in H&SC.
Total	5,906	3,010	6,146	6,100	46	(46)	0	

Key Highlights, Challenges & Risks

A balanced position is forecast following the transfer of available additional income from Skills Development Scotland to fund pressures in H&SC.

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	763	(481)	694	681	13	(13)	0	£30k virement to Parks & Environmental Services as a contribution to access path financial plan savings. £17k staffing pressure, funded from available budget within Protective Services £2k and £15k funded by Legal Services.
Assessor & Electoral Registration Services	646	262	737	717	20	(20)	0	Vacancy savings £20k to Passenger Transport income pressure.
Passenger Transport	1,939	183	1,789	1,822	(33)	33	0	£33k income pressure as a consequence of Health & Social Care Day Service transformation.
Audit & Risk	337	179	332	332	0		0	
Legal Services	698	297	735	707	28	(28)	0	Vacancy savings (£28k), £15k to fund Planning pressure and £13k to fund Passenger Transport pressure.
Protective Services	1,499	713	1,558	1,556	2	(2)	0	Vacancy savings (£2k), towards staffing pressure in Planning Services.
Housing Strategy & Services	1,078	531	3,044	3,044	0		0	
Total	6,960	1,683	8,889	8,859	30	(30)	0	

Key Highlights, Challenges & Risks

The Planning service is highly dependent on fee income to achieve their budget target. The income levels received in the 1st quarter of 2019/20 were positive, however, in the 2nd quarter income levels have been less strong, with a YTD position £44k behind budget. Income will be monitored closely over the remainder of the year, if the current slow down in income continues a pressure may result.

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Budget Virement Requirement

Corporate

No. of Virements 1

1 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Waste Management Services	£	£	£
Budget Head	Employee Costs	(13,500)	0	0
Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Customer Advice & Support Services	£	£	£
Budget Head	Income	(48,000)	0	0
Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	(43,000)	0	0
Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(444,000)	0	0
Service	Information Technology	£	£	£
Budget Head	Income	(840,000)	0	0
Service	Finance	£	£	£
Budget Head	Income	(9,000)	0	0
Department	Human Resources	2019/20	2020/21	2021/22
Service	Employment Support Service	£	£	£
Budget Head	Income	(46,000)	0	0
Department	Financed by	2019/20	2020/21	2021/22
Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Transfer Payments	(33,000)	0	0
Total		(1,476,500)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Older People	£	£	£
Budget Head	Third Party Payments	391,000	0	0
Service	Joint Learning Disability	£	£	£
Budget Head	Third Party Payments	325,000	0	0
Service	Joint Mental Health	£	£	£
Budget Head	Third Party Payments	131,000	0	0
Service	People with Physical Disabilities	£	£	£
Budget Head	Third Party Payments	165,000	0	0
Service	Generic Services	£	£	£
Budget Head	Employee Costs	102,000		
	Third Party Payments	362,500	0	0
Total		1,476,500	0	0

Because

Transfer budget from Other Services to Health and Social Care to alleviate pressures.

Budget Virement Requirement

Asset & Infrastructure

No. of Virements 3

1 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Engineers	£	£	£
Budget Head	Third Party Payments	(95,000)	0	0
Service	Estates Management Services	£	£	£
Budget Head	Employee Costs	(48,000)	0	0
Service	Architects	£	£	£
Budget Head	Income	(9,000)	0	0
Service	Waste Management Services	£	£	£
Budget Head	Transport Related Expenditure	(25,000)	0	0
Total	Total	(177,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Network & Infrastructure Asset Management	£	£	£
Budget Head	Third Party Payments	177,000	0	0

Because

Virement to cover unachievable fleet savings and to fund software implementation and training costs.

2 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Architects	£	£	£
Budget Head	Income	(20,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Projects	£	£	£
Budget Head	Financial Plan Savings	15,000	0	0
	Supplies & Services	5,000	0	0
Total	Total	20,000	0	0

Because

Virement from Architects additional income towards Major projects procurement savings.

3 Virement is required from

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Cleaning & Facilities Management	£	£	£
Budget Head	Employee Costs	(26,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Catering Services	£	£	£
Budget Head	Employee Costs	26,000	0	0

Because

Virement from Cleaning & Facilities Management to Catering Services employee costs.

Budget Virement Requirement

Health & Social Care

No. of Virements 5

1 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Adult Protection	£	£	£
Budget Head	Third Party Payments	(7,702)	(7,702)	(7,702)

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Quality Improvement	£	£	£
Budget Head	Employee Costs	7,702	7,702	7,702

Because

Transfer budget from Adult Protection to fund additional administrative support to Quality Improvement.

2 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Older People	£	£	£
Budget Head	Third Party Payments	(393,719)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Joint Learning Disability	£	£	£
Budget Head	Third Party Payments	393,719	0	0

Because

Increase in Social Care Funding to fund Scottish Living Wage element within Learning Disability Service

3 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Adult Protection	£	£	£
Budget Head	Third Party Payments	(1,000)		
Service	Business Support-Staff Development	£	£	£
Budget Head	Employee Costs	(39,659)		
Service	Safer Communities	£	£	£
Budget Head	Third Party Payments	(155,613)		
Service	Public Health	£	£	£
Budget Head	Employee Costs	(17,000)		
Total		(213,272)	0	0

To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Emergency Duty Team	£	£	£
Budget Head	Employee Costs	44,719	0	0
Service	Quality Improvement	£	£	£
Budget Head	Employee Costs	10,000	0	0
Service	Quality Improvement	£	£	£
Budget Head	Employee Costs	9,661	0	0
	Transport Related Expenditure	1,000	0	0
Service	Older People	£	£	£
Budget Head	Third Party Payments	147,892	0	0
Total		213,272	0	0

Because

Transfer of projected underspends to off-set in-year pressures within Emergency Duty Team/Quality Assurance/Professional Development and Older Peoples services.

4 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	People with Physical Disabilities	£	£	£
Budget Head	Third Party Payments	(201,000)	(201,000)	(201,000)
Department	Corporate	2019/20	2020/21	2021/22
Service	More effective contract management across the Council	£	£	£
Budget Head	Supplies & Services	201,000	201,000	201,000

Because

Savings incurred by contracts team with a renegotiation of Station Court contract resulting in a permanent reduction of hours.

5 Virement is required from

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Safer Communities	£	£	£
Budget Head	Employee Costs	(4,000)	0	0

Service	Public Health	£	£	£
Budget Head	Employee Costs	(17,000)	0	0

Total		(21,000)	0	0
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To

Department	Health & Social Care	2019/20	2020/21	2021/22
Service	Older People	£	£	£
Budget Head	Third Party Payments	21,000	0	0

Because

Transfer budget from Safer Communities and Public Health to support Older People.

Budget Virement Requirement

Children & Young People

No. of Virements 3

1 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Third Party Payments	(24,095)	0	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Secondary Schools	£	£	£
Budget Head	Third Party Payments	24,095	0	0

Because

To allocate budget to support delivery and national expectations of 1+2 languages, empowering collaborative work within the school cluster areas.

2 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(173,609)	0	0

To

Department	Children & Young People	2018/19	2019/20	2020/21
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	173,609	0	0

Because

To devolve budgets to Secondary Schools to reflect fully funded probationer recruitment for the 2019/20 academic year.

3 Virement is required from

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Early Years	£	£	£
Budget Head	Employee Costs	(219,000)	(219,000)	0

To

Department	Children & Young People	2019/20	2020/21	2021/22
Service	Additional Support Needs	£	£	£
Budget Head	Transport	92,000	92,000	0

Department	Children & Young People	2019/20	2020/21	2021/22
Service	School Transport	£	£	£
Budget Head	Transport	127,000	127,000	0

Because

Previously agreed reduction in Early Years Teaching Team utilised to alleviate Transport pressure in Additional Support Needs Transport and School Transport

Budget Virement Requirement

Customer & Communities

No. of Virements 1

1 Virement is required from

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Business Support	£	£	£
Budget Head	Employee Costs	(86,000)	0	0
Service	Business Planning Performance & Policy Development	£	£	£
Budget Head	Employee Costs	(48,000)	0	0
	Supplies & Services	(7,500)	0	0
Service	Business Change & Programme Management	£	£	£
Budget Head	Employee Costs	(32,000)	0	0
	Total	(173,500)	0	0

To

Department	Corporate	2019/20	2020/21	2021/22
Service	Fit for 2024	£	£	£
Budget Head	Supplies & Services	173,500	0	0

Because

In-year staff savings achieved as a contribution to the Fit for 2024 transformation programme due to staffing reductions as a result of digital transformation developments and more efficient staffing models.

Budget Virement Requirement

Finance, IT & Procurement

No. of Virements 2

1 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Information Technology	£	£	£
Budget Head	Supplies & Services	(212,060)	0	0

To

Department	Financed by	2019/20	2020/21	2021/22
Service	Capital Financed from Current Revenue (CFCR)	£	£	£
Budget Head	Capital Financing Costs	212,060	0	0

Because

Transfer of revenue budget from Information Technology for hardware purchase through CFCR.

2 Virement is required from

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(56,000)	0	0

To

Department	Finance, IT & Procurement	2019/20	2020/21	2021/22
Service	Recharge to Non-General Fund	£	£	£
Budget Head	Income	56,000	0	0

Because

Reduced borrowing requirement due to favourable interest rates to fund pressures in Recharge to Non-General Fund (£56k).

Budget Virement Requirement

Regulatory Services

No. of Virements 2

1 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Planning Services	£	£	£
Budget Head	Employee Costs	(30,000)	0	0

To

Department	Asset & Infrastructure	2019/20	2020/21	2021/22
Service	Parks & Environment	£	£	£
Budget Head	Financial Plan Saving	30,000	0	0

Because

Contribution towards access path financial plan savings.

2 Virement is required from

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Protective Services	£	£	£
Budget Head	Employee Costs	(2,000)	0	0

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Legal Services	£	£	£
Budget Head	Employee Costs	(28,000)	0	0

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Assessor & Electoral Registration Services	£	£	£
Budget Head	Employee Costs	(20,000)	0	0

Total	Total	(50,000)	0	0
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To

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Planning Services	£	£	£
Budget Head	Employee Costs	17,000	0	0

Department	Regulatory Services	2019/20	2020/21	2021/22
Service	Passenger Transport	£	£	£
Budget Head	Income	33,000	0	0

Total	Total	50,000	0	0
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Because

Contribution towards staffing pressures within planning services and contribution to fund the income pressure within Passenger Transport as a result of the Social Care & Health change transformation.

Budget Virement Requirement Financed by No. of Virements 1

1 Virement is required from

Department	Financed by	2019/20	2020/21	2021/22
Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Transfer Payments	(143,000)	0	0

To

Department	Financed by	2019/20	2020/21	2021/22
Service	Council Tax	£	£	£
Budget Head	Income	143,000	0	0

Because

Projected under recovery in Council Tax due to slower growth i.e. fewer new units, and prior year band rate reductions (Springwood, Kelso), to be offset by subsequent projected underspend in Council Tax Reduction Scheme.
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Budget Virement Requirement

Economic Development & Corporate S No. of Virements 3

1 Virement is required from

Department	Economic Development & Corporate Services	2019/20	2020/21	2021/22
Service	Economic Development	£	£	£
Budget Head	Third Party Payments	(51,400)	51,400	0

To

Department		2019/20	2020/21	2021/22
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	51,400	(51,400)	0

Because

To earmark available budget into 2020/21 due to revised opening date of Great Tapestry of Scotland.

2 Virement is required from

Department	Economic Development & Corporate Services	2019/20	2020/21	2021/22
Service	Economic Development	£	£	£
Budget Head	Third Party Payments	(68,000)	68,000	0

To

Department		2019/20	2020/21	2021/22
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	68,000	(68,000)	0

Because

To earmark remaining budget approved as part of the 2017/18 Financial Plan for enhanced tourism signage into 2020/21.

3 Virement is required from

Department	Economic Development & Corporate Services	2019/20	2020/21	2021/22
Service	Economic Development	£	£	£
Budget Head	Third Party Payments	(61,000)	61,000	0

To

Department		2019/20	2020/21	2021/22
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	61,000	(61,000)	0

Because

To earmark available funds following review of balance sheet, to fund economic activity in 2020/21.

Budget Virement Requirement

Customer & Communities

No. of Virements 1

1 Virement is required from

Department	Customer & Communities	2019/20	2020/21	2021/22
Service	Localities/Community Fund	£	£	£
Budget Head	Supplies & Services	(400,000)	400,000	0

To

Department		2019/20	2020/21	2021/22
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	400,000	(400,000)	0

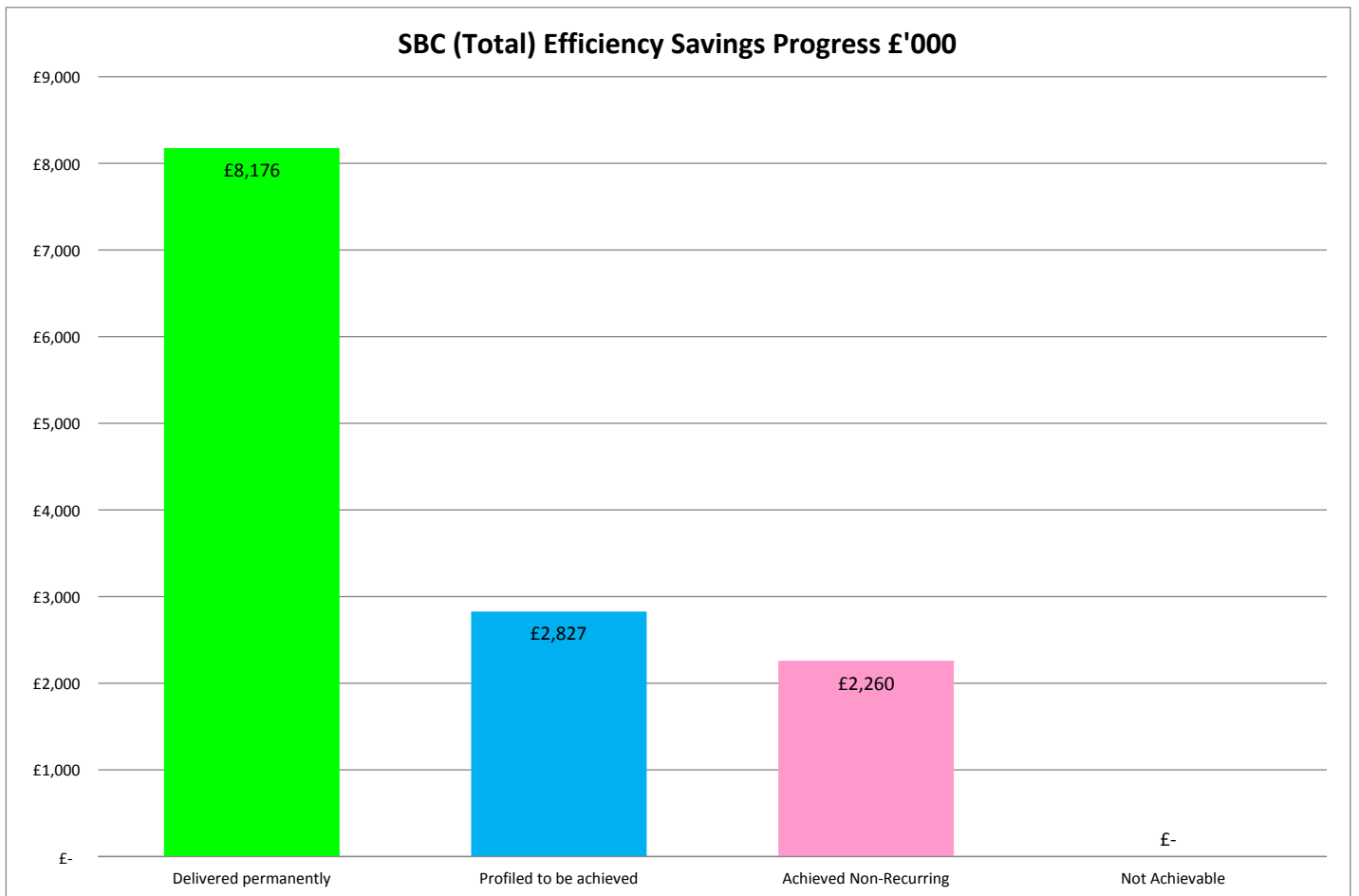
Because

To earmark available Community Fund budget for allocation in 2020/21.

FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

SBC Total

Status	Saving £'000	Saving %
Delivered permanently	£ 8,176	62%
Profiled to be achieved	£ 2,827	22%
Achieved Non-Recurring	£ 2,260	17%
Not Achievable	£ -	0%
	13,263	100%



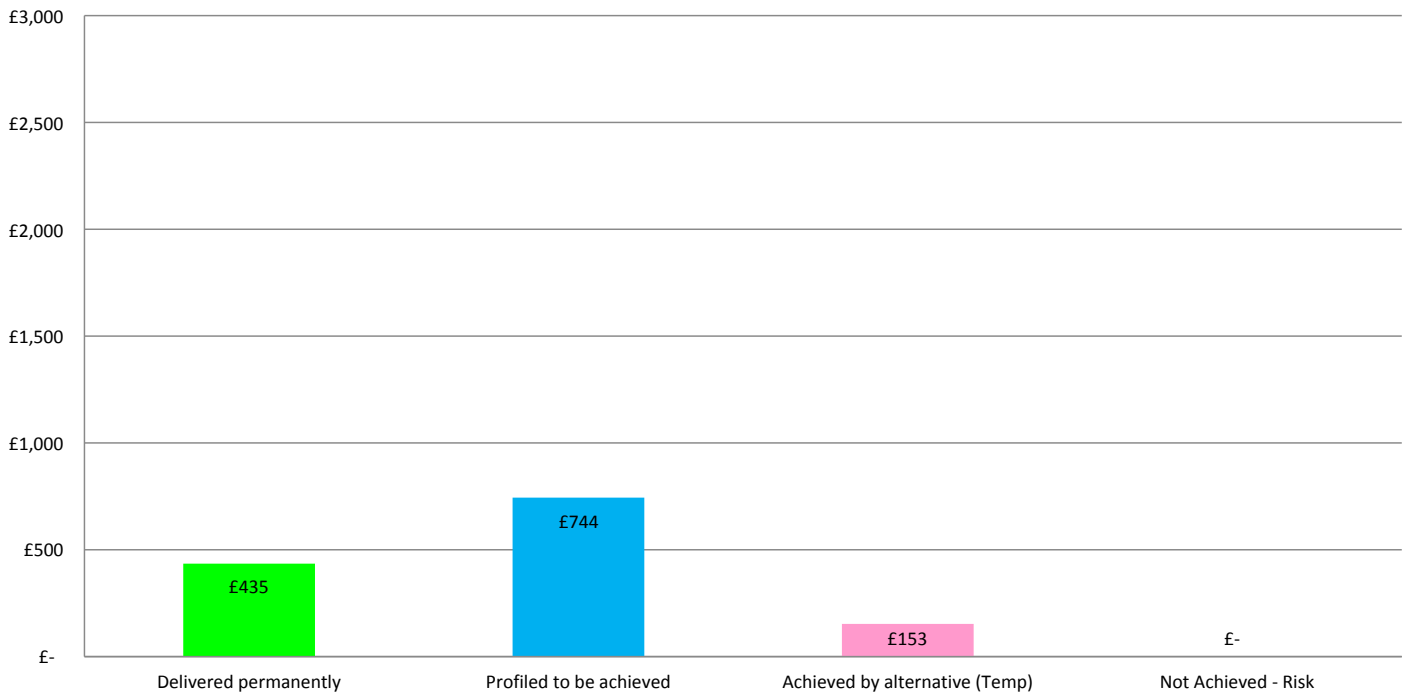
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CORPORATE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Corporate Commissioning (Contract Management)	232	100	35	97	
2019/20 Savings:					
Corporate Commissioning (Contract Management)	250	101	93	56	
Fit for 2024	850	234	616		
	1,332	435	744	153	0

Contracted Services Savings £000's



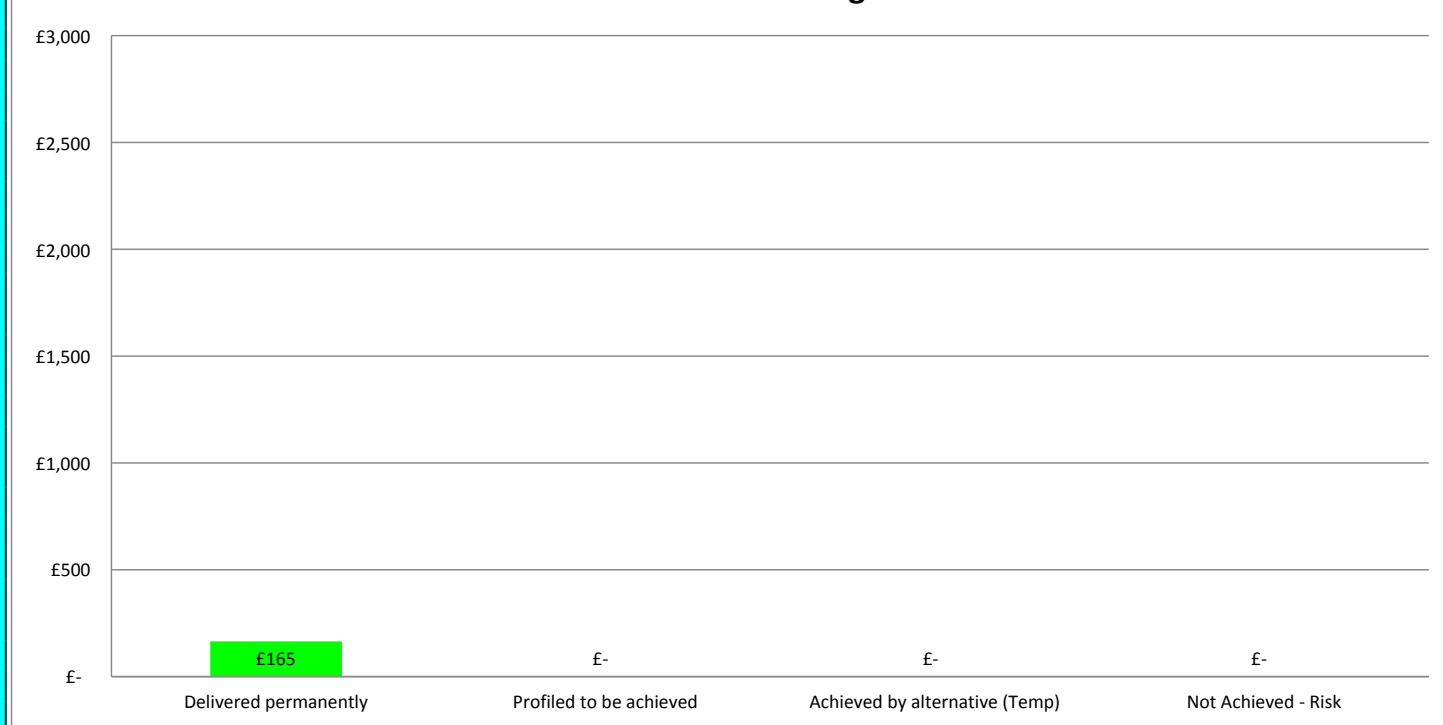
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CONTRACTED SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
2019/20 Savings:					
Management fee reduction to Live Borders	165	165			
	165	165	0	0	0

Contracted Services Savings £000's

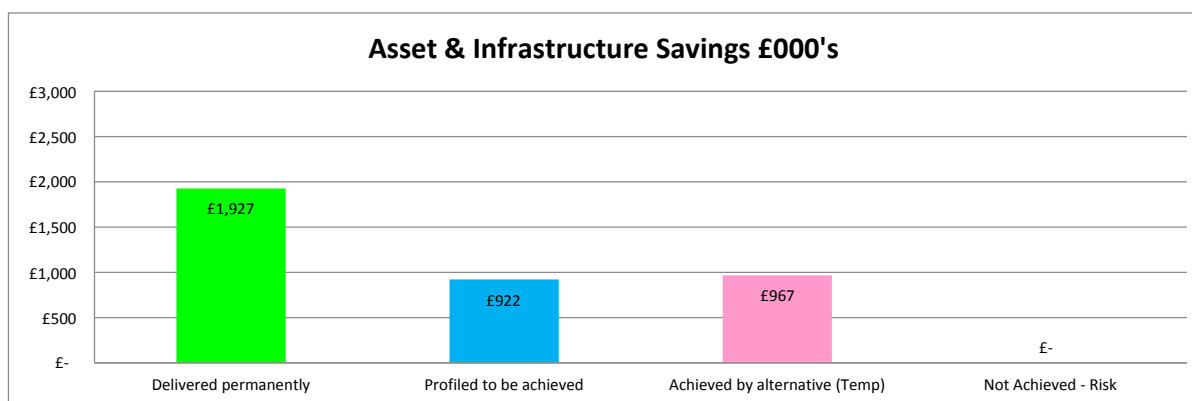


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

ASSETS & INFRASTRUCTURE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Roads review savings	241	65		176	
Cleaning Services Rationalisation (inc Janitor, crossings)	78	30		48	
More efficient property and asset portfolio	100	49		51	
Increase in minimum rental charge (property & allotments)	20	20			
Develop an Integrated Waste Plan	234	234			
Modernise Winter operations	100		100		
Neighbourhoods home to work mileage	20		20		
Staff Canteen Efficiency	60	20	40		
Catering - increased income from higher Secondary Schools meals uptake.	50	50			
Cleaning Service Rationalisation	20	20			
Review of Winter working patterns / overtime	50		50		
Neighbourhoods - Grass cutting, Biodiversity, Floral Detail, Access	201	101	0	100	
Roads Review savings	100			100	
Waste : Kerbside Collection Review	175	175			
Waste : Community Recycling Centres	40	40			
Corporate - Property & Assets	279		6	273	
Corporate - Vehicle Tracking and Scheduling	50	50			
Corporate Landlord	100		100		
2019/20 Savings:					
Energy Efficiency Project	103		103		
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	14	14			
Fleet Management increase surplus	22	22			
Waste Services kerbside collection review	200	106		94	
Corporate Landlord	100		100		
Additional fees & charges across Assets & Infrastructure	49	49			
Catering - Health Improving initiatives	105	93		12	
Catering - change to meals in schools	88	20	68		
Asset & Infrastructure staffing restructures	115	69		46	
Capitalise roads expenditure	250	250			
Property Maintenance Fund	150	150			
Rent & Service Charge Income from third parties for property costs	100	33		67	
Increase income at Aggregates Yard	50		50		
Review of non-Roads plant and vehicle	50		50		
Waste Services - Operational Efficiencies	35		35		
Waste Services - Food waste contract Inter Authority Agreement	10	10			
Waste - education around recycling	200		200		
Parks - apply Management Fee to Capital programme	80	80			
Neighbourhoods - Discretionary budgets & Contracted Services	78	78			
Corporate recruitment process	66	66			
Upgrade of CONFIRM	33	33			
	3,816	1,927	922	967	0



FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

ECONOMIC DEVELOPMENT & CORPORATE SERVICES

Savings :

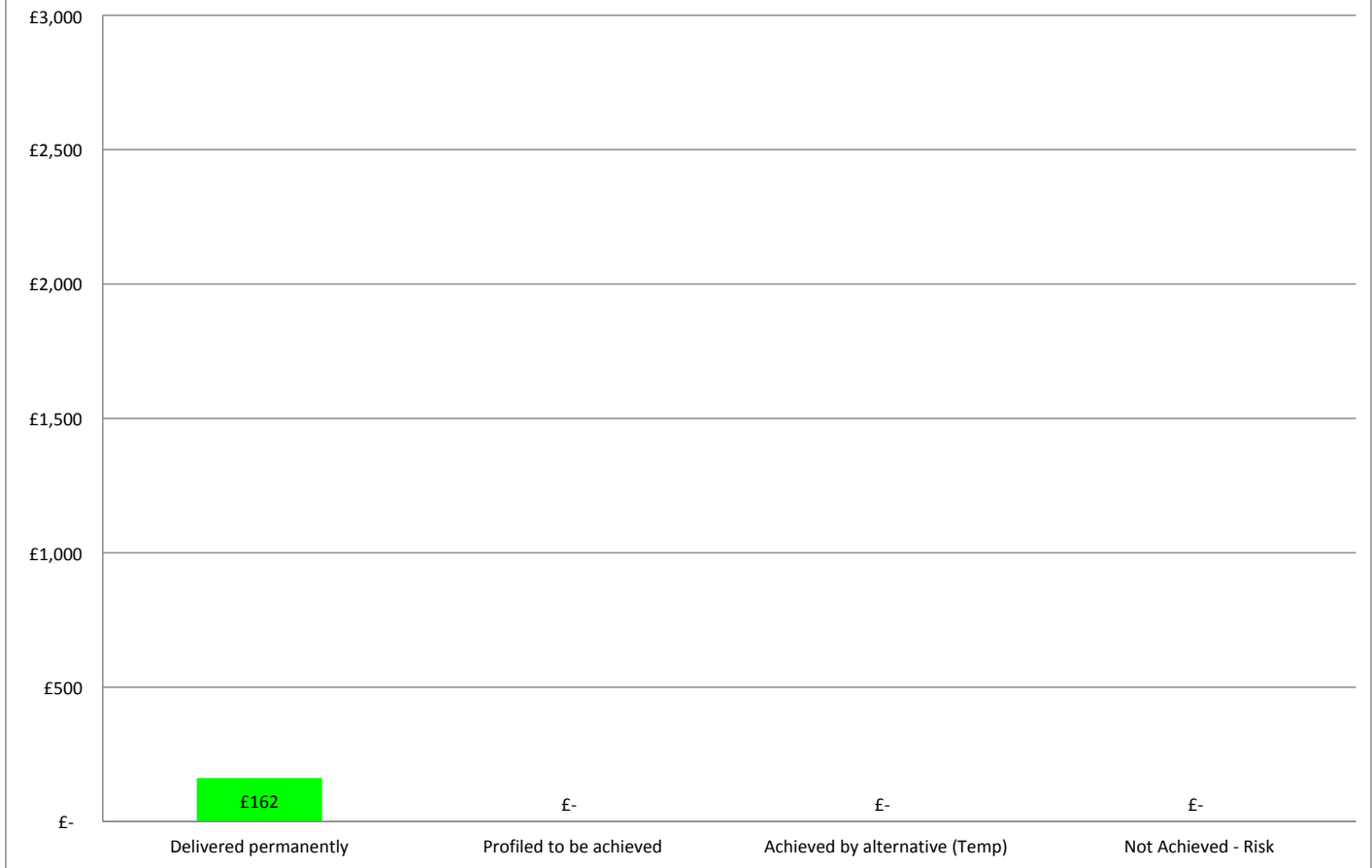
£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
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Brought Forward Savings

2019/20 Savings:

Economic Development	125	125			
Corporate recruitment process	16	16			
Emergency Planning - 0.5 FTE post	21	21			
	162	162	0	0	0

Economic Development & Corporate Services Savings £000's

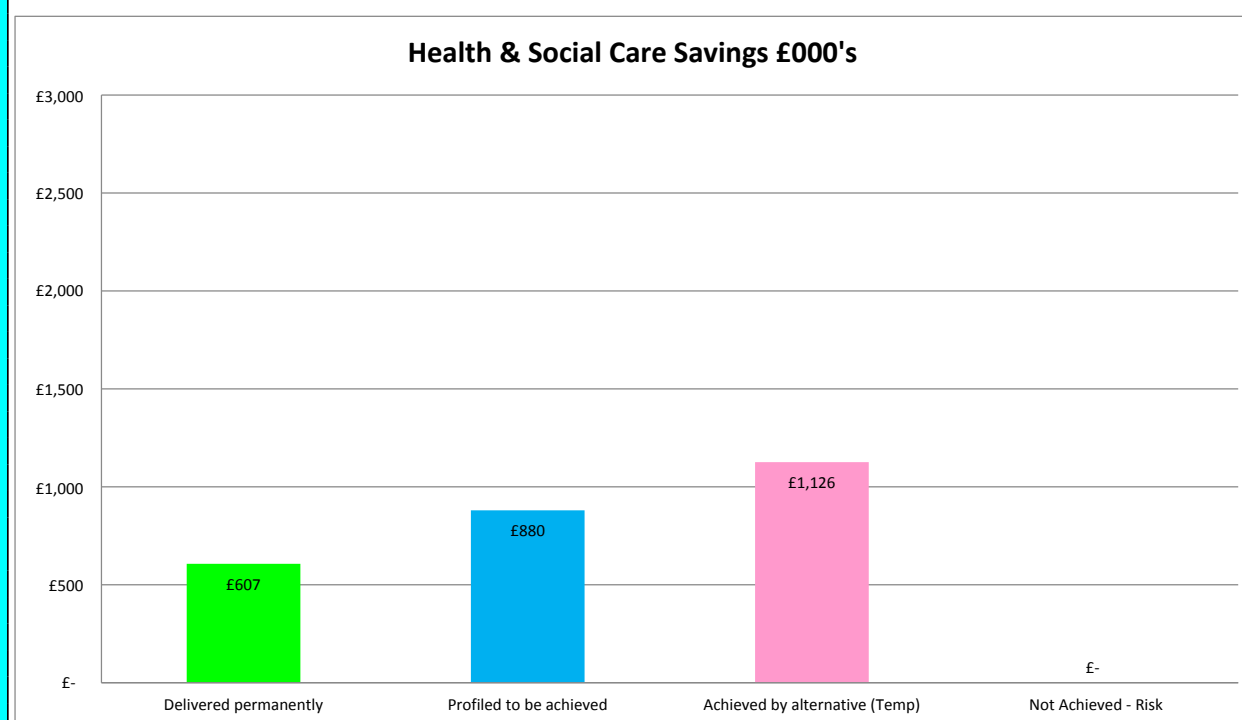


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

HEALTH & SOCIAL CARE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Review of Day Services (Older People and Learning Disability)	78		78		
Review and recommission of Specialist Care and Support Services (Older People)	250	0	250		
Review the Shopping Service (Older People)	18	18			
Decommission Learning Disability Services with new alternatives.	13	13			
Reduction in Night-Time Support (note the wider context of a future strategic review of Night-Time Support) (Learning Disability)	74	0		74	
Decommission a specific Adults with Learning Disability contract	10		10		
Decommission 2 Mental Health services with identified alternatives	53		53		
Greater Use of Technology	100		100		
Undertake a productivity review programme across Adult Social Work services	88		0	88	
Review Community Based Services (considering posts / skill mix) covering Occupational Therapy and Social Work	110	110	0		
Review all small grants, contributions to communities and payments to 3rd sector organisations	20	20	0		
SB Cares Savings	480	240	0	240	
2019/20 Savings:					
Review of Day Services (Older People and Learning Disability)	400		125	275	
Undertake a productivity review programme across Adult Social Work services	44		0	44	
Reduce Direct Payment Prepayment	250	161	89		
Reassessment of existing care packages	100	0	100		
Corporate recruitment process	45	45	0		
Roll-out of Hospital to Home initiative in all localities	480		75	405	
	2,613	607	880	1,126	0



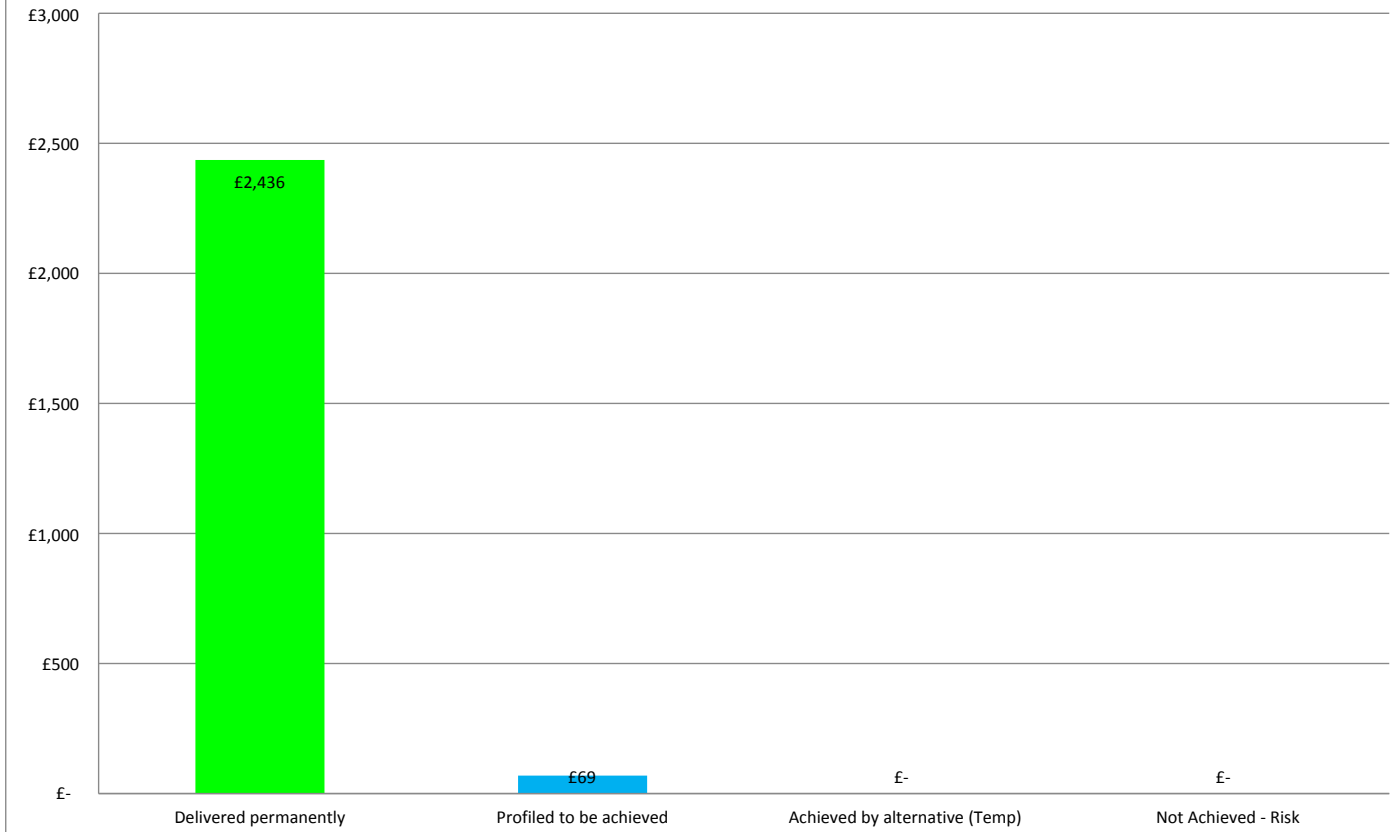
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CHILDREN & YOUNG PEOPLE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
School Library Review	200	200			
Music Tuition Review	50	31	19		
Outdoor Education Review	20	20			
Children & Families Social Work – reduce external placements	149	149			
Review of Children & Families Social Work service	142	142			
Review of Community Learning & Development (CLD) service (Adults & Youth)	50		50		
PPP - Savings in contract utility costs	100	100			
2019/20 Savings:					
Allocation of management and support costs to Early Years expansion	320	320			
Children & Families Social Work – reduce external placements	400	400			
Additional Support Needs: Budget reduced in line with current business need	309	309			
Initial redesign of Early Years central management & support	72	72			
Historic GIRFEC (Getting It Right For Every Child) resource now mainstreamed	100	100			
Corporate recruitment process	138	138			
Increased fees & charges - School Meals 2019/20, 2020/21 and 2022/23 and general inflationary increase to Lets	33	33			
Fit for 2024	422	422			
	2,505	2,436	69	0	0

Children & Young People Savings £000's



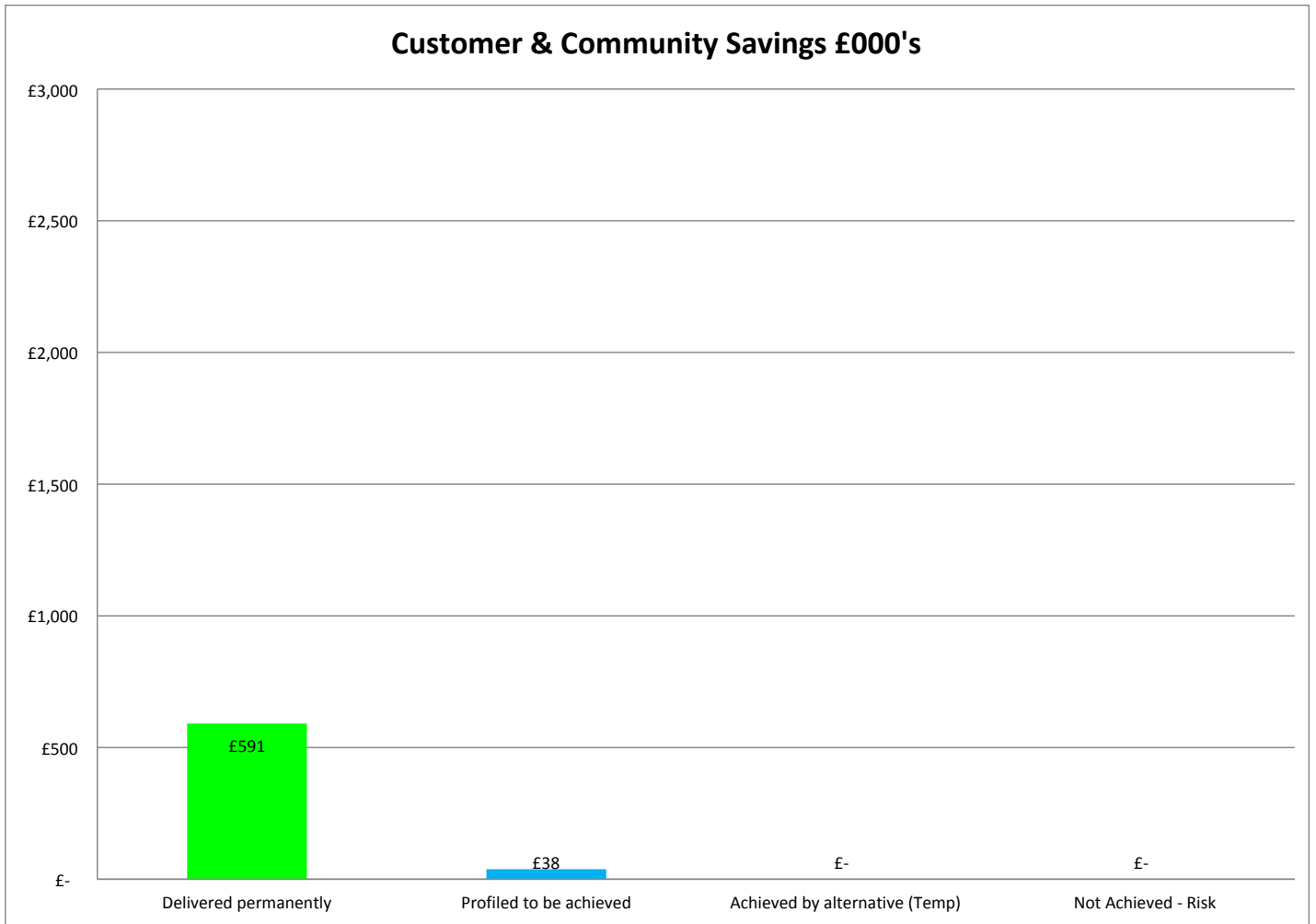
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

CUSTOMER & COMMUNITIES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
2019/20 Savings:					
Review of Exemptions & Discounts	50	50			
Integrated Customer Services Model	11	11			
Centralise stationery and take 10% saving	15	15			
Fees & Charges	25	25			
Reduce Council Tax Reduction Scheme (CTRS)	200	200			
Digital Customer Access (DCA) savings	160	160			
Corporate recruitment process	130	130			
Reduce subscriptions budget across the Council by a further 10%	38		38		
	629	591	38	0	0

Customer & Community Savings £000's

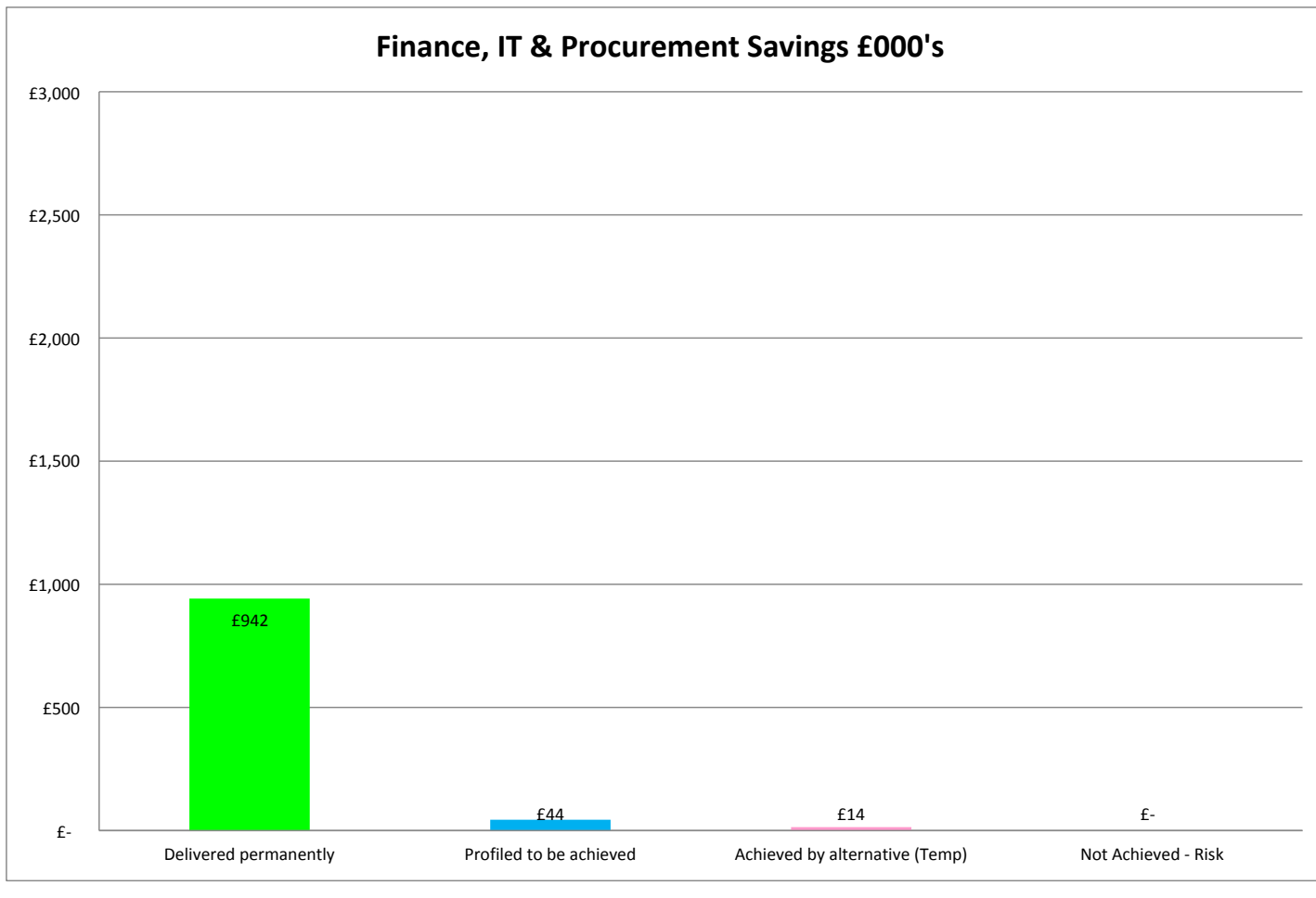


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

FINANCE, IT & PROCUREMENT

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Corporate - Top slice external grants received	446	446			
Corporate - Mobile phone contracts	15	15			
Corporate - Procurement savings across all departments	6	6			
2019/20 Savings:					
Procurement savings across all departments	143	85	44	14	
Self insurance approach	150	150			
Corporate recruitment process	40	40			
Loans charges	200	200			
	1,000	942	44	14	0



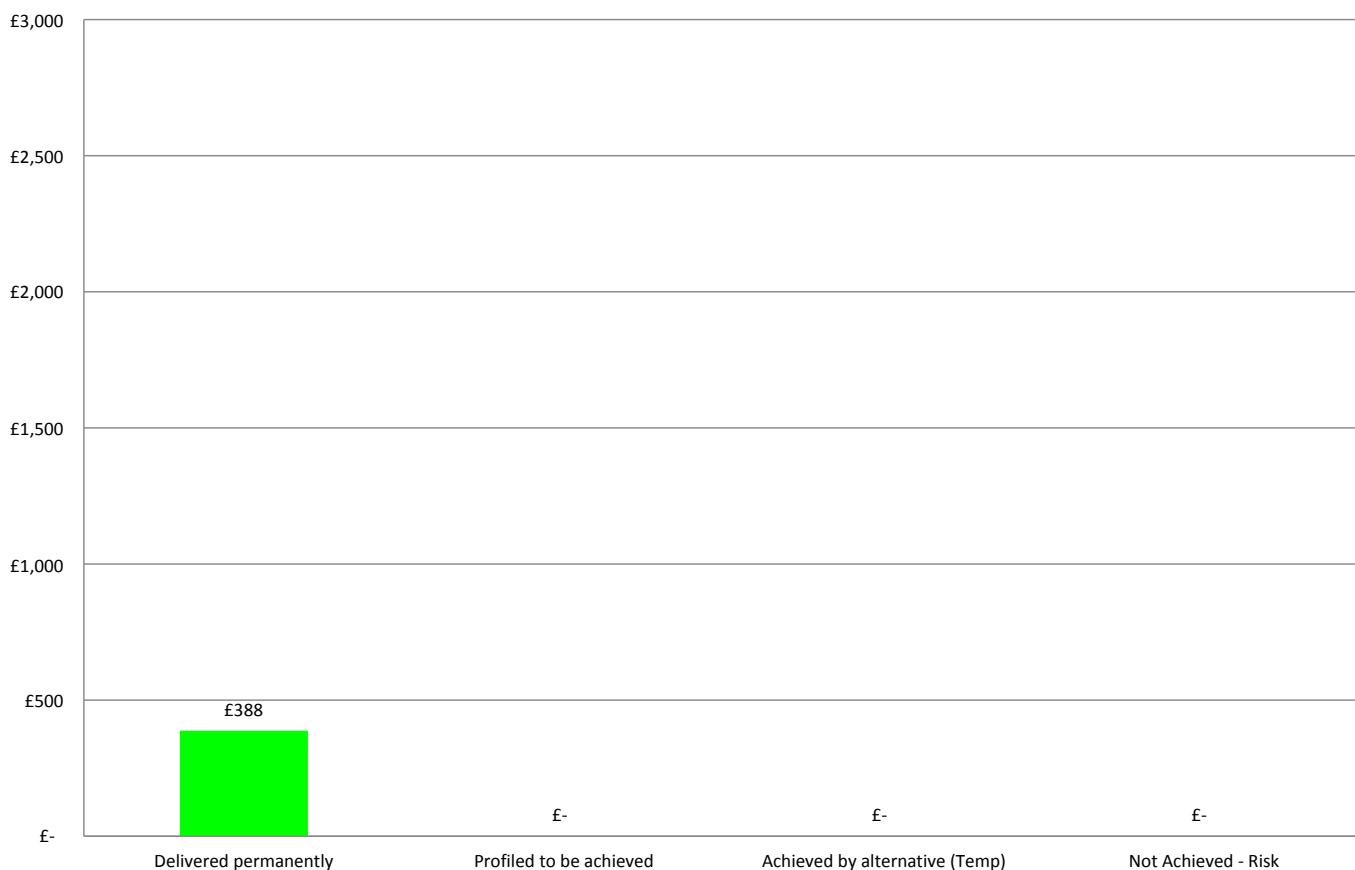
FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

HUMAN RESOURCES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Reduction in printing contract through contract renewal	14	14			
2019/20 Savings:					
Additional Voluntary Contributions (AVC) to the Pension Fund	5	5			
Remove grade 5 post through ERP development	24	24			
Extension of pool cars	250	250			
Corporate recruitment process	35	35			
Centralise training budget and take efficiency	50	50			
Centralise conferences budget and take efficiency	10	10			
	388	388	0	0	0

Human Resources Savings £000's

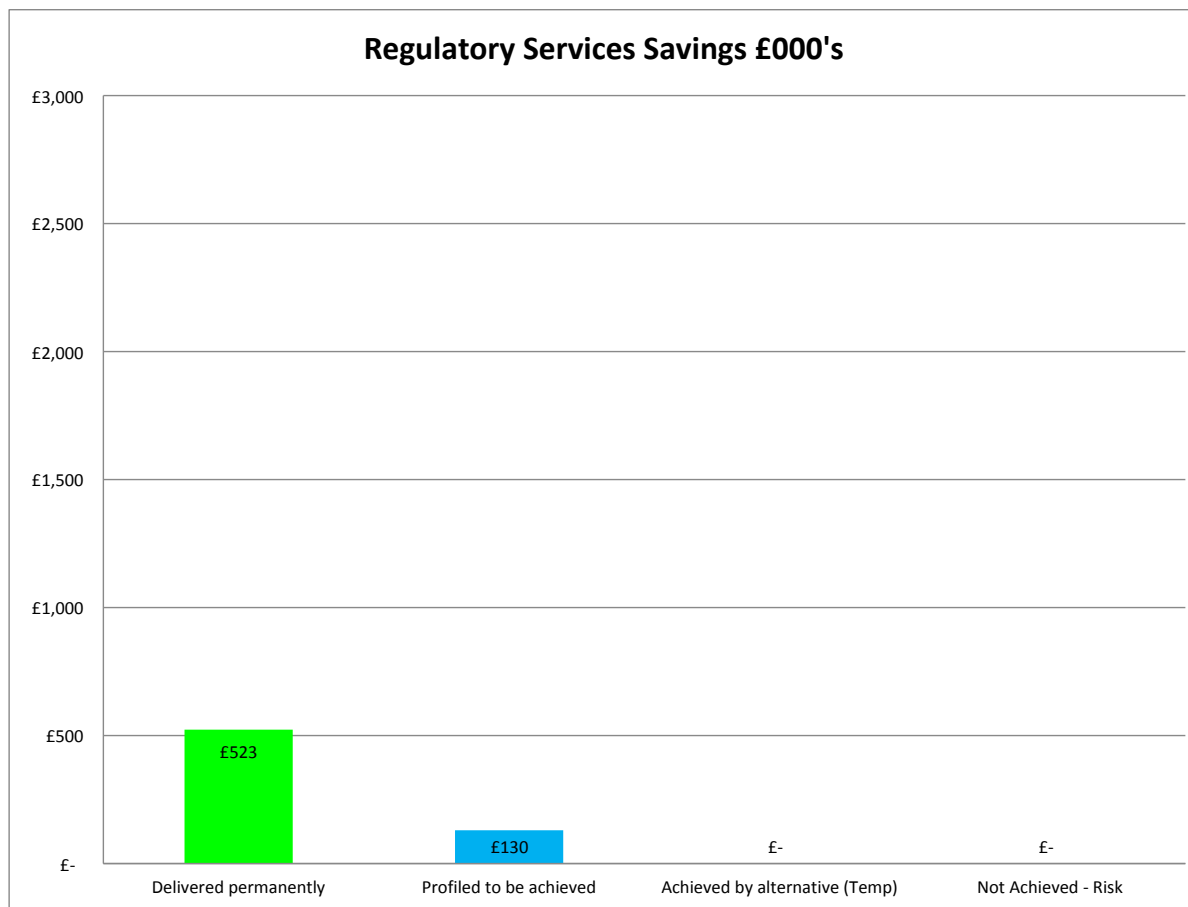


FINANCIAL PLAN EFFICIENCY PROGRESS 2019/20

REGULATORY SERVICES

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Achieved Non-Recurring	Not Achievable
Brought Forward Savings					
Planning Fee Income	100		100		
Protective Services Staffing	43	43			
Savings in Housing Strategy & Services	11	11			
2019/20 Savings:					
Planning Fee Income	30		30		
South East Scotland Planning Authority (SESPan) Payment Holiday	15	15			
Regulated Bus Fares	40	40			
Additional Fees & Charges Income across Regulatory Services	24	24			
Legal Services - Staffing	20	20			
Balance sheet review	50	50			
Planning - Discretionary Budgets	20	20			
Passenger Transport: Transport Interchange	65	65			
Reduce bus subsidies	85	85			
Corporate recruitment process	90	90			
Protective Services - Discretionary Budgets	20	20			
Protective Services - Staffing	40	40			
	653	523	130	0	0



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STRATEGIC HOUSING INVESTMENT PLAN 2020-2025 SUBMISSION

Report by the Service Director Regulatory Services EXECUTIVE COMMITTEE

19 November 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report seeks formal approval of the Strategic Housing Investment Plan (SHIP) 2020 -2025 which was submitted in draft form to Scottish Government as required both on-line and by hard copy by 25 October 2019.**
- 1.2 Local Authorities are required to produce an annual SHIP submission to the Scottish Government. Scottish Borders Council with the involvement of its key partners via the SHIP Working Group has prepared this SHIP submission. The SHIP articulates how the Council and its RSL partners will seek to deliver the Border's affordable housing investment needs and priorities, identified in the Council's Local Housing Strategy (LHS) 2017-2022, over a rolling 5 year planning horizon. Homes delivered by 31 March 2021 will be counted towards the Scottish Parliament's target of 50,000 Affordable Homes.
- 1.3 Based on available Resource Planning Allocations from Scottish Government and resource planning assumptions, RSL partner private sector borrowing and commitment from the Council's Affordable Housing Budget, approximately 581 new homes could be delivered during 2019/20 and 2020/21, and potentially up to 1066 new affordable homes over the five-year SHIP 2020-2025 period. This latter figure assumes that all identified challenges and infrastructure issues are resolved in a timely manner, funding is available and that agreement is reached between all interested parties and the construction sector has capacity to deliver projects. SHIP also includes a number of new build extra care housing developments in Duns, Galashiels, Kelso, Eyemouth and Hawick.

2 RECOMMENDATIONS

- 2.1 **It is recommended that the Executive Committee approves the SHIP 2020-2025 attached at Appendix 1 for submission to the Scottish Government More Homes Division.**

3 THE STRATEGIC HOUSING INVESTMENT PLAN 2020-2025

- 3.1 Since 2007, Local Authorities are required to produce and submit a rolling five-year Strategic Housing Investment Plan (SHIP) to the Scottish Government, More Homes (East Division) on an annual basis. Revised Guidance from Scottish Government, received in August 2019, frames the content and development of this SHIP which needs to be submitted to inform the next three-year Strategic Local Programme (SLP) for 2020-2023. The SHIP 2020-2025 is attached as Appendix 1 to this report.
- 3.2 The SHIP's core purpose is to set out the key strategic housing investment priorities over a five-year period and is consistent with the identified priorities set out in the Council's Local Housing Strategy (LHS) 2017-2022. This SHIP is an ambitious, creative and practical plan that rolls forward projects identified in previous SHIPs and introduces new projects and demonstrates how, when and where the Council and its partners intend to develop new homes. It also illustrates how a variety of funding mechanisms are maximised to ensure the delivery of the projects.
- 3.3 This is the Council's 11th SHIP submission and over that period the Council and delivery partners have delivered a total of 1151 new affordable homes. The four main Borders Registered Social Landlords (RSLs) now have a stock profile of 11,974 for social and mid-market rent homes. 2018-2019 saw 192 new affordable homes being delivered, and it is anticipated that at least 134 new homes will be delivered in 2019-2020. Which will exceed the LHS annual target of 128.
- 3.4 The Council and its partners continue to collaborate to find innovative solutions and resources in order to continue to build new affordable homes in the Borders to meet a growing demand. In summary, the SHIP 2020-2025:
 - a) Sets out investment priorities for Affordable Housing with a particular emphasis on extra care housing for older people, addressing "not fit for purpose" older peoples housing, and Upper Langlee housing-led area regeneration.
 - b) Demonstrates how and where these will be delivered
 - c) Identifies the resources required and innovative funding solutions and procurement approaches to help deliver these priorities
- 3.5 The SHIP Project Working Group, established back in 2007 continues to be the Council's key working group that is responsible for contributing to the development of SHIP, which prioritises the affordable housing projects proposed and the ongoing review of new and current projects through collaboration with Scottish Government via regular Quarterly Programming meetings.
- 3.6 The Council-led Bridge Homes Limited Liability Partnership has ended its development phase, by increasing its property portfolio up to 54 affordable homes by the initiative deadline of 31 March 2019. Officers have been exploring disposal considerations for the Bridge Homes properties for future Member consideration which would keep the homes in the affordable sector in perpetuity.

4 PRIORITISATION

- 4.1 The projects contained within the SHIP programme are prioritised by taking into consideration a number of factors. The Project Priority Assessment Tool is a project priority weighting matrix that has been developed to provide a bottom up assessment of relative priorities of housing projects delivered by RSLs (and other potential Developers) in the Scottish Borders over the five year rolling planning horizon provided by SHIP.

- 4.2 The model used in the project assessment and prioritisation process reflects the reality of the ever changing political and economic climate and is used by the SBC SHIP Group to review, track and monitor the relative priority of existing and new projects that arise. In this way projects can be either brought forward or deferred depending on changing circumstances.
- 4.3 Using this tool, individual projects included in earlier SHIPs can be reviewed by the SHIP Project Group to determine their priority, and new projects brought forward for inclusion in SHIP have also been assessed for prioritisation. Analysis of the outcomes of the weighting assessment exercise and project descriptions can be viewed in Appendix 1 of the SHIP update 2020-25. New proposed affordable housing projects have been identified at Angle St/Millar St Innerleithen, Allanbank Lauder, Miller House Melrose, High St/Market Place Jedburgh, Lowood Tweedbank and Kirkhope Steading Ettrickbridge. It should be noted that this submission also includes potential pipeline projects, most of which are developer-led opportunities which potentially could deliver an estimated 569 new homes if market conditions changed and these projects were delivered. The methodology developed and used by Scottish Borders Council is well regarded by the Scottish Government as being a transparent, robust and credible process and is regularly reviewed and updated to reflect existing and new housing priorities for the Council such as older peoples housing, and the Rapid Rehousing Transition Plan.

5 INVESTMENT PRIORITIES FOR AFFORDABLE HOUSING 2019-2024

- 5.1 The SHIP attached at Appendix 1¹ has been developed in line with the new guidance issued by Scottish Government in August 2019. The planned development programme set out in tables 7 to 7D on pages 32-34 of the SHIP shows proposed affordable housing projects and commitments for 2020-2025. Table 2 on page 17 of the SHIP estimates the completion of 134 new affordable homes during 2019-2020. Programming project delivery is agreed through collaboration between Scottish Government - More Homes Division (East) Office, and locally active Registered Social Landlords and the Council.
- 5.2 Based on the Resource Planning Allocations of £15.998m for 2019-2020 and £16.972m for 2020-21 and an average grant of £72k per unit, plus RSL private sector borrowing, this would indicate that the Council and its partners could potentially deliver up to 458 new homes over the last two years of this Scottish Parliament period to 31 March 2021. The new SHIP Guidance suggests that Councils should over-programme in order to manage slippage opportunities, therefore this SHIP sets out a delivery ambition of 581 completions over the same 2-year period. It is not known how the next Scottish Parliament will prioritise and resource the Scottish Affordable Housing Programme beyond May 2021. Over the full five-period of the SHIP, potential site opportunities have been identified which could provide a total of 1066 new affordable homes which potentially be delivered if resources were available, and all issues resolved, and agreement reached between all interested parties.
- 5.3 It is recognised that there may be other Private Developer and Open Market Shared Equity Scheme and Discounted Sales house completions during the period of the SHIP, but other than during 2019/20 to date, these cannot be identified as these are not delivered via programme arrangements. Early indications suggest that 8 house purchases have been completed to date, which have been assisted by the Open Market Shared Equity Scheme, which are included in the 134 homes figure [2019/20] referred to in section 5.1 above.

¹ There is a full suite of SHIP Appendices not included in the attached. There are hard copies of fully assembled SHIPs available in the Member's Library.

- 5.4 The Council and its partners will continue to work together in order to identify new affordable housing site opportunities. In the event of any additional funding and resources being made available from Scottish Government, the Council and its partners will look to bring forward prioritised projects or positively respond to windfall project opportunities (including site acquisition) through the Quarterly Programme meetings with the RSLs, and the Scottish Government More Homes Division.
- 5.5 It should be noted that the slow-down in house sales and low level of private sector house building and completions continues in Scottish Borders after the financial crash. This adversely impacts on the release of developer-led land supply, and reduces Developer Contributions being received by the Council which in turn are used to assist affordable housing delivery. The general trend remains however in that land owners remain reluctant to sell sites for affordable housing and typically have expectations of pre-crash land valuations. On a more positive note however there have several recent examples where Developers have been keen to partner with an RSL in order to help “de-risk” starting to open up a housing site through delivery of affordable housing units as a precursor to construction of houses for market sale, thereby providing more certainty in terms of cash flow and income.

6 IMPLICATIONS

6.1 Financial

- (a) Ensuring the SHIP’s effective implementation and delivery as a strategic housing authority is dependent on SBC’s continuous provision of core services, financial resource allocations from the Scottish Government, partner agencies, private developers and individuals.
- (b) Scottish Government is keen to meet its self-set affordable housing target of 50,000 units over the lifetime of the current Parliament, and has made available over £3B for the 5 years up to 31 March 2021 to assist delivery of these homes. This SHIP is based on a number of known and assumed funding resources that the Council and its development partners will draw upon. These include known Resource Planning Allocations of £32.97m Affordable Housing Supply Programme grant for 2019-2021, plus Resource Planning Assumption of £24.0m grant for 2021-2025. The SHIP also assumes use of up to £3.15m Second Homes Council Tax funding from the Council and of up to £79.58m estimated private borrowing by the Registered Social Landlords over the period 2020-2025.
- (c) In addition, the Council may also assist project delivery through use of limited available Affordable Housing Policy Developer Contributions. Table 12 on page 46 of the SHIP illustrates estimated potential total investment in the region of £158m over the period 2020-2025. Together with 2019-2020 estimated project delivery, these increase the total investment figure closer to £177m over 2019 -2025.
- (d) The SHIP 2020-2025 presents an unprecedented challenge and opportunity, when compared with previous estimated unit annual delivery numbers, especially in the context of Scottish Borders affordable housing delivery annual average of 101 over the last 19 years. The investment will provide a massive boost to the construction sector and the local economy. Should all the potential 1066 new homes be delivered then an estimated £3.82m additional income from Council Tax will be generated for the Council over period 1 April 2020 to 31 March 2025.

6.2 Risk and Mitigations

- (a) Delivery of the SHIP is largely dependent upon a number of variables not least of which relate to resource and other political and organisation decision making processes, most of which are beyond the control of the Council.
- (b) Delivery of the SHIP is also dependent upon ownership of land by the RSLs and the recent delivery of a number of projects has depleted their limited land bank. Officers will continue to work with partner RSLs to ensure that there is a strategic approach to land-banking for affordable housing. In particular this collaboration has identified a number of Council-owned sites which could potentially be developed to provide Extra Care Housing in key Borders settlements.
- (c) The Council constantly reviews its Corporate Property Strategic Asset Management Plans for the management of the Council's property assets in order to maximise their contribution to the Council's corporate and service goals and objectives as economically, efficiently and effectively as possible; providing the right space, at the right time, in the right location at the right cost. Therefore a strategic approach to the development of affordable housing across the Borders will aim to make the most effective use of land and/or property wherever possible, taking advantage of the Council's property and asset rationalisation process through collaborative working opportunities will be created where practical for affordable housing development.

6.3 Equalities

- (a) In line with both Council policy and legislative requirement, the SHIP 2020-2025 has been subjected to an Integrated Impact Assessment. The outcome of that assessment did not identify any concerns about the way the delivery of the SHIP is likely to adversely impact on any of the equalities groupings.
- (b) The development of SHIP 2020-2025 was predicated on the endorsement of the principle of equalities as articulated in the SHIP guidance. The SHIP was subjected to an Equalities Impact Assessment, Strategic Environmental Assessment Screening and Rural Proofing Assessment.
- (c) Houses produced by Registered Social Landlords will be allocated according to their individual allocations policy and procedures. As a consequence of being an RSL, they are subject to the weight of Statutory scrutiny via external Regulation and Inspection by the Scottish Housing Regulator.

6.4 Acting Sustainably

- (a) In accordance with Section 7 of the Environmental Assessment (Scotland) Act 2005 a pre-screening assessment of the SHIP 2020-2025 has been undertaken using the criteria specified in Schedule 2 of the Act. The pre-screening assessment identified no or minimal effects in relation to the environment hence the SHIP is exempt from SEA requirements under Section 7 (1) of the Act.
- (b) By seeking to provide more new affordable houses, the SHIP update will promote sustainable communities and help to address many of the housing supply challenges identified in the Housing Strategy 2017-2022.
- (c) There are no adverse economic or social effects resulting from SHIP delivery, and potential environmental effects from new build housing will be addressed through the Planning Process and National policies and standards.

6.5 Carbon Management

- (a) It is considered that there are no direct effects on the Council's carbon emissions arising from the report recommendations.
- (b) New Build housing will have a general effect on the region's carbon footprint however these are addressed within the Council's Planning and Building Standards processes, and will be consistent with meeting the housing requirements and standards as set out by the Scottish Government.
- (c) It is anticipated that RSL affordable housing proposed in the SHIP 2020-2025 will be built to meet Scottish Government's "Silver Standard". In the event that this cannot be reached, new houses will be built to comply with current Scottish Building Standards, thereby seeking to maximise the opportunity for energy efficiency and reduction of fuel poverty.

6.6 Rural Proofing

- (a) Rural proofing applies to all areas of Scottish Borders classified by Scottish Government as 'remote rural' or 'accessible rural'. This applies to all areas of Scottish Borders out with the towns of Galashiels/Tweedbank, Hawick, Peebles, Innerleithen, Selkirk, Eyemouth, Jedburgh and Kelso.
- (b) The SHIP project working group carried out a Rural Proofing exercise as part of the preparation of the SHIP in September 2019. It was considered that the delivery of this SHIP will have no unforeseen negative impact on the rural area, and is more likely to have positive effects by increasing the supply of affordable housing, and that the needs of rural areas have been properly taken into account.

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

- 7.1 The SHIP Working Group has been consulted and contributed to this report.
- 7.2 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, the Clerk to the Council and Corporate Communications have been consulted and comments received and have been incorporated into the final report.

Approved by

Brain Frater

Service Director Regulatory Services

Signature

Author(s)

Name	Designation and Contact Number
Gerry Begg	Lead Officer - Housing Strategy, Policy and Development 01896-662770

Background Papers: SHIP Document Executive Committee 16th October 2018 Previous Minute Reference:

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

Contact us at Jacqueline Whitelaw, PLACE, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825431, Fax 01835 825071, Email eitranslationrequest@scotborders.gov.uk



OUR PLAN AND YOUR PART IN IT: SBC'S CORPORATE PERFORMANCE AND IMPROVEMENT REPORT QUARTER 2 2019/20

Report by Service Director Customer & Communities

EXECUTIVE COMMITTEE

19 November 2019

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a high level summary of Scottish Borders Council's Quarter 2 2019/20 performance information with more detail contained within Appendices 1 and 2. The report includes reporting on the progress of change and improvement projects across SBC.**
- 1.2 SBC approved a revised Corporate Plan (Our Plan and Your Part in it 2018-2023) in February 2018, with four corporate themes. In order to monitor progress against the four themes, performance and context information will be presented quarterly to Executive Committee, with an annual summary in June each year.
- 1.3 Section 4 references examples of Change and Improvement projects, with further information contained in **Appendix 1**. Change and Improvement Projects are monitored by Corporate Management Team (CMT) and through the SBC Financial Plan and associated monitoring.
- 1.4 A summary of any additions or changes made to SBC performance indicators is provided at Section 5 of this report, followed by a high level summary of performance in Section 6. A schedule of indicators is provided for information at Appendix 4.
- 1.5 To reflect the significant investment made by SBC, an overview of the work and impact of Police Scotland's Community Action Team is provided at Section 7 and within **Appendix 3**.
- 1.6 During Quarter 2 2019/20, SBC has continued to press ahead with a range of innovative approaches:
 - Ended landfill operations at Easter Langlee meaning the Scottish Borders will meet the Scottish Government's landfill site ban, well ahead of the January 2021 deadline;

- Welcomed 32 probationer teachers and 7 student-inductees who will work across Borders schools in the 2019-20 academic year as part of the teacher induction scheme;
- Commenced the roll-out of iPads to pupils as part of the Inspire Learning programme, initially at Selkirk High School;
- Launched a second Community Action Team, with Police Scotland;

1.7 The information contained within this report and appendices is also made available on the SBC website. This can be accessed at www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee:-**

- (a) Notes the progress update relating to Change and Improvement Projects, referenced in Section 4 and detailed further in Appendix 1;**
- (b) Notes the changes to performance indicators outlined in Section 5 of this report;**
- (c) Acknowledges and notes the performance summarised in Sections 6 and 7, and detailed within Appendices 1, 2 and 3 and the action that is being taken within services to improve or maintain performance.**

3 BACKGROUND TO SBC PERFORMANCE REPORTING

- 3.1 SBC approved a revised Corporate Plan in February 2018 (Our Plan and Your Part in it 2018-2023). Against a continued challenging external context, the Plan presented how Scottish Borders Council will focus Services for our communities, set across four corporate themes:
- Our Services For You
 - Independent, Achieving People
 - A Thriving Economy, With Opportunities For Everyone
 - Empowered, Vibrant Communities.
- 3.2 In order to ensure that corporate themes are addressed effectively, SBCs Performance Management Framework (PMF) was updated and presented to Council on 30th August 2018. This revised PMF set out how SBC would strengthen its performance management across both SBC Services and Commissioned services.
- 3.3 The **Appendices** reflect a quarterly reporting format structured around the four corporate themes, and use a mixture of narrative, highlights, performance and context indicators.

4 CHANGE & IMPROVEMENT PROJECTS – UPDATE

- 4.1 Change and Improvement projects are now managed and monitored collectively under the 4 corporate themes. These projects are delivered in support of SBC's Corporate Plan, the SBC Financial Plan and the Health and Social Care Strategic Plan.
- 4.2 Fit for 2024, the Council's new Transformation Programme was agreed by Council on 28th February this year. Characterised as 'the next generation' of transformation, the programme aims to fundamentally reshape the Council, from our engagement with our citizens and communities to the way we go about our business. The purpose is to deliver a Council that is adaptable, efficient and effective and capable of not only meeting the challenges ahead, but of fully optimising outcomes for the citizens and communities for which it is responsible.
- 4.3 Change & Improvement which is reported in Appendix 1, will now typically focus on initiatives under the councils major transformation programme 'Fit for 2024'. The following highlights are reported:
- The development of WorkFLEX, A digital solution to manage communications between relief/casual staff and their council service areas;
 - Community engagement events which have taken place in Jedburgh, Earlston and Eyemouth as part of the Fit for 2024 programme and the theme of making best use of our properties;
 - Investment approval of £2.8m of capital to re-model Deanfield Care Home in Hawick;

5 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 5.1 The format of the reports in the appendices have been updated to bring a more consistent approach across each section, whilst maintaining alignment to the SBC Corporate Plan. It is planned to continue to evolve and improve reporting, including greater detail around the Fit for 2024 programme.
- 5.2 Indicators have been added to extend coverage across key council services including:
- Full year energy consumption and cost figures for 2018-19 have been included, covering all sites. Note that comparative figures for 2017-18 have been revised upwards, correcting an issue relating to delays in registering new schools and various billing adjustments, which had led to an earlier report reflecting an understated position;
 - Assessor - Council Tax List and Valuation Roll;
 - Community Learning and Development (annual indicators);
 - The Procurement Capability Improvement Programme (PCIP) Score has been added;
 - The value of funding awarded under the Community Fund has been included, for each Locality;
 - Indicators for Contracts Awarded with Community Benefit Clauses (CBC) included and Employment and Skills opportunities delivered as a result of Community Benefit Clauses have been added. These are reported twice yearly;
- 5.3 A number of reported figures have been revised/corrected for prior quarters, including:
- Waste figures for Annual Household Recycling, Landfilled and Other Treatment rates have been updated reflecting the SEPA verification process;
 - Quarter 1 2019-20 electricity consumption and cost figures have had a small adjustment to take account of a billing error;
 - Quarter 1 2019-20 figures for average response times for complaints at Stage One and the corresponding percentage closed within 5 working days have been revised to correct an earlier error. Figures for 2018-19 have also been adjusted. A new reporting suite for Complaints is to be developed as part of the Digital Customer Access programme.
 - In Appendix 3, the Quarter 1 figure for Drugs Searches (Premises) has been updated from 17 to 14, correcting an earlier error;

6 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES

6.1 Performance measures – summary of successes

- (a) Performance in completing Freedom of Information requests on time improved to 91% in Quarter 2 2019/20. This is 5% improved over Quarter 1 2019/20 and 9% improved over Quarter 4 2018/19. 338 requests were received in Quarter 2 2019/20, 35 more than the previous Quarter.

- (b) Modern Apprentices (MA's) recruitment continues to perform, with 33 now recruited in total during the first 2 quarters of 2019/20. This equals the total number recruited during the 2018/19 year. There are 54 MA's currently employed by the council overall.
- (c) The % of mediation cases that show agreement/improvement after mediation has risen to 91.2% as at Quarter 2 2019/20. This is 4.5% higher than as at Quarter 1 2019/20 and 11.2% higher than the 80% target. Year to date there have been 87 referrals to Mediation.
- (d) Employment and Skills opportunities delivered as a result of Community Benefit Clauses totalled 27 in the first 2 quarters of 2019/20. 6 new jobs, which included 1 new apprenticeship, and 21 work experience posts were realised from our projects.

6.2 Performance measures – summary of challenges

- (a) The % of invoices paid within 30 days reduced slightly to 87% in Quarter 2 2019/20, from 89% in Quarter 1 2019/20. The longer term trend however remains positive and work is continuing on corporate adherence to the payment process.
- (b) Year to date there have been no Asset Transfer requests agreed under the Community Empowerment Act. During Quarter 2 three groups made informal enquiries about purchasing, leasing or using SBC land or buildings. Of these, discussions are taking place with one group, out-with the Community Empowerment Act process, regarding a potential lease or sale.
- (c) Context indicators with challenges include:
 - The average rate of people aged 18-24 claiming out-of-work benefits, which has risen to 5.07% in Quarter 2 and was higher than the Scottish average of 4.67%. At the end of September 2019, there were 385 young people claiming out-of-work benefits. In comparison, the average rate of people aged 16-64 claiming out-of-work benefits was 2.6% in Quarter 2, lower than the Scottish rate of 3.23%.
 - Group 1-5 crimes where there has been a 15.3% increase in in 2019/20 (year to date Q2) when compared to the same time period in 2018/19 and equates to 256 additional victims.

7 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

7.1 An infographic summary on the impact of the Community Action Team (CAT) is provided at Appendix 3.

During Quarter 2 2019/20 the CAT has:

- Carried out 117 hours of High Visibility foot patrols and 153 hours of mobile patrols;
- Carried out 14 static road checks and provided education and advice to motorists;
- Issued 4 Road Traffic Fixed Penalties;
- Issued 160 parking tickets;

- Carried out 12 Person Drug searches (33% positive) and 15 Premises Drug searches (87% positive);

7.2 Examples of “Tasking” in Quarter 2 included:

- Youth issues of antisocial behaviour in the Berwickshire locality;
- Youth issues in the Cheviot locality and monitoring premises for antisocial behaviour and potential licensing issues;
- Executing drugs warrants in the Eildon and Teviot localities;
- Tackling anti-social driving issues and being present at cycling and crime prevention events in the Tweeddale locality;

8 IMPLICATIONS

8.1 Financial

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

8.2 Risk and Mitigations

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council’s Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

8.3 Equalities

There are no adverse equality/diversity implications. Performance reporting may help the Council to identify and address any equality / diversity issues and improve processes and procedures.

8.4 Acting Sustainably

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

8.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained in this report.

8.6 Rural Proofing

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

8.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

9 CONSULTATION

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

Approved by

Jenni Craig
Service Director, Customer
& Communities

Signature

Author(s)

Name	Designation and Contact Number
Alasdair Collison	Senior Business Services Officer Tel: 01835 824000 Ext 8023

Background Papers:

Previous Minute Reference: 20 August 2019

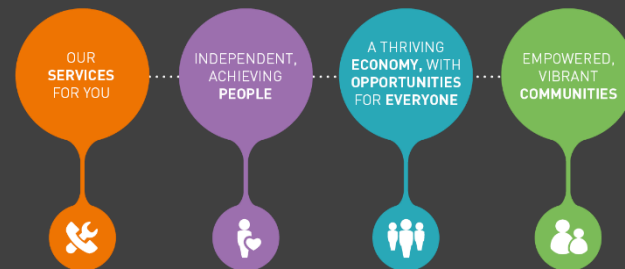
Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Alasdair Collison can also give information on other language translations as well as providing additional copies.

Contact us at Alasdair Collison, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 824000 Ext 8023, Alasdair.Collison@scotborders.gov.uk

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OUR PLAN for 2018-23 and your part in it

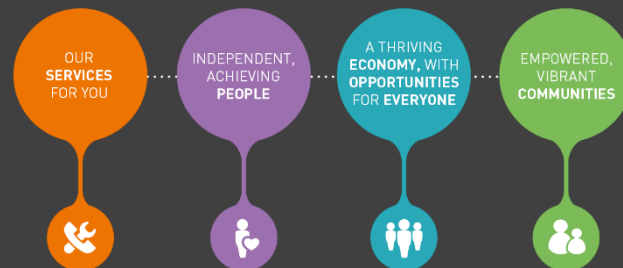
HIGHLIGHTS DURING **QUARTER 2 JULY** to **SEPTEMBER 2019**



APPENDIX 1: HIGHLIGHTS, CHANGE & IMPROVEMENT

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING **QUARTER 2 JULY to SEPTEMBER 2019**



ENVIRONMENTAL BENEFITS FOR BORDERS AS NEW RESIDUAL WASTE CONTRACT SIGNED

The Scottish Borders has taken the next step towards being a landfill-free area with the procurement of a new residual waste contract.

Levenseat Limited has been awarded the contract which involves the transport and treatment of the 42,000 tonnes of residual waste produced in the Borders each year.

The residual waste will be collected from our Waste Transfer Stations (WTS) - including a new purpose built facility at Easter Langlee near Galashiels, and will be transported to Levenseat's site in West Lothian, where the majority of the waste will be treated to produce a refuse derived fuel - to generate heat and electricity - as well as recover materials which can be recycled.



This new arrangement means the end of landfilling operations at Easter Langlee after almost 50 years. It also means the Scottish Borders will meet the Scottish Government's landfill site ban, well ahead of the January 2021 deadline, and should lead to improved recycling figures. Work is already underway to cap the current landfill site now it has been closed.

COUNCIL GIVES A WARM WELCOME TO PROBATIONER TEACHERS

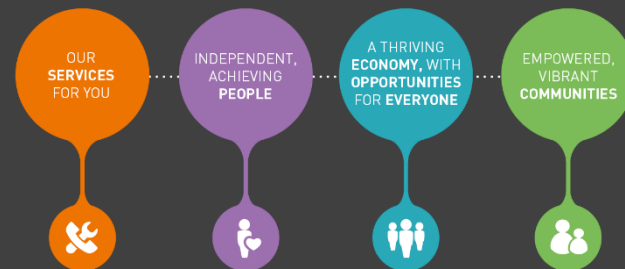


Scottish Borders Council has welcomed 32 probationer teachers and seven student-inductees who will work across Borders schools in the 2019-20 academic year as part of the teacher induction scheme.

The 17 primary, 22 secondary probationers and student-inductees started at their base school on 19 August and attended an induction day on 29 August in Galashiels where they had an opportunity to meet with staff from Children and Young People's Services and learn of our vision for Borders children and young people.

OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING **QUARTER 2 JULY to SEPTEMBER 2019**



PRIORITY TOWNS FOR REGENERATION GET FUNDING BOOST

Scottish Borders Council are welcoming funding support from the Scottish Government through the South of Scotland Economic Partnership, for the recruitment of Community Enterprise Managers in priority regeneration towns (Eyemouth, Hawick, Jedburgh & Galashiels).

The project is a pilot for 12 months and has been awarded £510,000 which will see specialist advisors work with local communities to support new and developing projects. These will have a positive local economic impact.

We will work with host organisations in each of the four towns in the Scottish Borders to recruit appropriate staff and deliver the project. Community Enterprise Managers will be in place by late autumn.

NEW SHOPFRONT IMPROVEMENT SCHEMES LAUNCHED IN FIVE SCOTTISH BORDERS TOWNS

Scottish Borders Council has launched five shopfront and property improvement grant schemes as part of an allocation of funding to key town centre projects. The schemes have been developed in partnership with business/community groups and are being funded through our allocation from the Scottish Government Town Centre Fund.

The funding allocations are:

- Eyemouth - £20k
- Galashiels - £70k
- Hawick - £40k (with additional funding opportunities to be considered)
- Jedburgh - £35k (with additional funding opportunities to be considered)
- Selkirk - £21k

Locally the schemes will be managed and administered by Selkirk Business Improvement District, Energise Galashiels, Future Hawick/Hawick Conservation Area Regeneration Scheme, Jedburgh Conservation Area Regeneration Scheme/Jedburgh Community Council and Eyemouth Community Council.

SECOND COMMUNITY ACTION TEAM LAUNCHED

With funding from Scottish Borders Council, a second police Community Action Team (CAT) has been added to the Scottish Borders, aiming to build on the success of the first year (2018/19). The CAT team are additional officers, above established police numbers, whose focus ('tasking') comes from within Scottish Borders Council.

The team will focus on important local issues and community concerns which affect quality of life in the Borders, and which are reflected in the local Community Plan and policing priorities. Examples include anti-social behaviour, drugs, illegal parking and theft. The second CAT will initially operate as a five-strong team, increasing to seven by the end of 2019, and will operate across the area.

Members of the public are encouraged to continue to engage with the teams, through their local Councillors and/or community police officers, if they have any concerns in their area.

fit for 2024

HIGHLIGHTS DURING **QUARTER 2 JULY to SEPTEMBER 2019**
Programmes & projects that will impact on performance



WorkFLEX

A dynamic workforce management platform which leverages cloud and mobile technology to manage communications between relief/casual staff and council service areas, has been developed in collaboration with the suppliers and their partners 1218 Global.

“Sirenum (WorkFLEX)” is the world’s leading enterprise staff management platform for temporary staff. SBC are piloting where relief/casual staff are used, e.g. relief home carers, until June 2020. The project has commenced with Secondary supply teacher bookings. Since 21st October 2019, all offers of supply teaching work in secondary schools are being issued digitally through the MySirenum Mobile App or via the associated Sirenum email.

Staff will be able to self-serve, review and accept or decline job offers, and update their availability.

Offers of work are sent to staff who are eligible and available for the times required by the service. This innovative, digital, available online 24/7/365 solution aims to significantly modernise our way of working and removes time-consuming manual processes, delivering a range of improvements and efficiencies.

Benefits to staff include a less intrusive method of contact, the ability to pick up work/shifts at a time that suits them with a simple to use app. Staff can update availability on this real time system, easily view their relief work diary and see real time updates to work pattern/shifts. It can also provide directions to work locations.



fitfor2024
WorkFLEX Borders

MAKING BEST USE OF OUR PROPERTIES

Community engagement events have taken place in Jedburgh, Earlston and Eyemouth as part of the **fit for 2024** programme and the theme of making best use of our properties.

Recognising this major programme of change, communities are being encouraged to help shape requirements in each town. The drop-in events focussed on the significant investments that the Council and its partners are making across Borders towns, particularly the development of new Community Campuses and associated facilities. They also explored opportunities these investments bring in terms of rethinking and improving community services and helping to reduce our property footprint.

On average we spend £14m each year maintaining a large number of properties. These events seek to engage communities and partners on

how we can best meet changing needs with fewer, but better and more sustainable, properties. Almost 400 people have attended across the three communities. Attendees were asked for feedback on proposals for community use of the Campuses and on the futures of associated buildings no longer core to service delivery. Feedback will help develop plans for not only campuses, but also properties and services in each town.

Similar events will be held in other communities, including Galashiels and Hawick, over the coming months building on lessons learned and recognising the different property landscapes in each main town.



fitfor2024
Making best use of our properties

fit for 2024

HIGHLIGHTS DURING **QUARTER 2 JULY to SEPTEMBER 2019**
Programmes & projects that will impact on performance



DEANFIELD TO GET £2.8M TRANSFORMATION AS AMBITIOUS VISION FOR CARE IS SET OUT

Council on 26th September 2019 approved the investment of £2.8m of capital to re-model Deanfield Care Home (Hawick).

The vision for Deanfield is to develop a model of Residential Care and support for Older People in a homely setting with associated infrastructure providing services such as shops, restaurants and common spaces, available to residents and also to the local community.

We have 5 council-owned care homes in the Borders and the development for

Deanfield can be seen as the beginning of an innovative approach to deliver a model of care that can be applied across our Localities, either through large scale refurbishment of existing property (as with Deanfield), or through new-build.

One of the challenges we face in the Borders is that our age 75+ population is predicted to almost double over the next 20-25 years and whilst the majority of people can remain independent in their own homes well into later life, a significant



number will require a higher level of support, including residential and specialist dementia care.



fitfor2024

Making best use of our properties



fitfor2024

OUR PLAN for 2018-23
and your part in it
PERFORMANCE INDICATORS



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APPENDIX 2: PERFORMANCE INDICATORS

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Planning Permission – Average Time to Determine (Weeks)

Performance Indicators	Basis	17-18	18-19	Q3 18-19	Q4 18-19	Target	Trend	Status
Major Developments	Average Weeks to determine	12.4	13.9	12.4	15.4	-	👎	n/a
Local Devs – Non Householder	Average Weeks to determine	7.7	9.0	8.0	11.2	8.0	👎	
Local Devs –Householder	Average Weeks to determine	6.8	7.0	6.7	8.0	8.0	👎	

Planning Permission – Application Numbers

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Number of applications	Total number in period	1,307	1,369	339	319	-	👎	Context

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Observations:

Adjusted data for time to determine continues to be received from Scottish Government twice yearly. As such, data for Quarter 1 and Quarter 2 2019-20 has not yet been made available. RAG status here are based on the most recent adjusted Quarterly determination times available, i.e. for Quarter 4 of 2018-19 which were 15.4 weeks for Major Developments, 11.2 weeks for Non Householder Local applications and 8.0 weeks for Householder Local Applications.

The figures reported in the National Headline Indicators in 2018/19 demonstrate that for the main reporting categories of planning applications we delivered slightly slower determination times to that achieved in 2017/18. This was influenced by a period of

restructuring for the service, turnover in staff, the reduction in overall staff compliment to deliver services and only having a full complement in the Development Management Team in the last reporting quarter of the 2018-19. Despite this we have again sustained figures that are better than the annual national performance for Scotland as a whole in all reported application categories.

Application numbers in Quarter 2 of 2019-20 at 319 were 20 lower than Quarter 1 of 2019-20 and 29 lower than Quarter 2 of 2018-19.

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING QUARTER 2 JULY to SEPTEMBER 2019



Waste and Recycling

Performance Indicators	Basis	*2017	*2018	Q1 19	Q2 19	Target	Trend	Status
Household Waste Recycled	% Recycled rolling annual basis	39.88%	38.80%	38.95%	39.52%	-	👍	n/a
Household Waste Landfilled	% Landfilled rolling annual basis	59.76%	60.84%	60.71%	60.16%	-	👍	n/a
Household Waste Other Treatment	% Other Treatment rolling annual basis	0.35%	0.36%	0.34%	0.33%	-	n/a	n/a
Recycling – Community Recycling Centres	% Recycled rolling annual basis	58.54%	57.95%	58.52%	59.39%	-	👍	n/a



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Observations:

Note: Recycling data is reported on a rolling annual basis. Years related to calendar years to align to SEPA reporting. Q2 19 relates to the year to June-2019

* SEPA verified figs

There has been a slight increase in the Annual Household recycling rate. Some of this will be due to natural variation in the tonnages - for example an increase in collected dry mixed recycle as well as wood and green waste at Community Recycling Centre sites. As the recycling rate has increased, the landfill rate has decreased. This could be due to natural variation in the tonnages collected from year to year and month to month.

'Other Treatment' accounts for a small percentage and is related to material that was sent off for recycling but which was identified as contamination through the sorting process.

The Community Recycling Centre (CRC) recycling rate has also gone up slightly. This is due to an increase in green waste (thought to be due to seasonal variation) and wood at CRC sites.

The opening of a new Waste Transfer Station in July 2019 and the end of landfilling operations at Easter Langlee after almost 50 years means the Scottish Borders will meet the Scottish Government's landfill site ban, well ahead of the January 2021 deadline, and should lead to improved recycling figures. Work is already underway to cap the current landfill site now it has been closed.

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING QUARTER 2 JULY to SEPTEMBER 2019



Energy Use (26 key Sites)

*vs Q2 18-19

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	*Trend	Status
Electricity Consumption	Kwh in period	8,395,393	7,921,217	1,582,702	1,156,560	-	👍	
Electricity Cost	£ in period	£919,671	£974,848	£218,272	£171,751	-	👎	n/a
Gas Consumption	Kwh in period	12,671,961	11,744,733	2,255,140	1,042,607	-	👎	# Note
Gas Cost	£ in period	£299,824	£313,440	£71,687	£44,035	-	👎	n/a



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Observations:

Overall energy consumption was 2.7% lower than the same period last year however, due to increases in the cost of fuel overall costs have increased by 4.1%.

Electricity - Our electricity in Q2 was 6.9% lower than the same period last year but costs increased by 3.4% due to price increases. Decreases are linked to LED lighting upgrades, Solar PV (photo voltaic) and CHP (Combined Heat & Power) installations.

Gas - Our gas consumption increased by 2.5% in Q2 compared to the same period last year. **# Note:** We have converted a large boiler room from Oil to Gas which has resulted in an increase in gas consumption with a corresponding decrease in Oil consumption (not reported here). We have also installed a gas fired CHP which reduces electricity consumption but increases gas consumption.

Actions we are taking to improve our performance

The Energy Efficiency Programme (EEP) is focussed on delivering cost effective energy reductions that represent best value for money while reducing the our energy consumption and costs as much as possible.

We have: completed LED upgrades on various sites; installed 14 solar panel arrays retrofitted oil heating systems with biomass boilers at three schools; converted oil boilers to natural gas at Hawick High School ; installed gas CHP at Hawick High

school which generates electricity while capturing heat that would otherwise be wasted and using it in our buildings; upgraded aging storage heaters with high heat retention heaters; replaced older storage heaters with new quick reacting closely controlled electric heaters; replacing thermally inefficient glazing with high efficiency double glazing.

What's coming up:

- Further phases of LED lighting projects
- Major procurement process is underway through the Non-Domestic Energy Efficiency Framework (NDEEF) for a number of sites
- Looking to maximise renewable energy potential by installing battery systems
- Option appraisals to eliminate expensive and high carbon fuels from our estate
- Planning priority work at our most inefficient properties and highest consumers
- We are working closely with our managed services partners to identify and implement efficiency opportunities
- We continue to work hard with our new buildings to ensure they are run as efficiently as possible
- Engaging on new building projects at design concept to ensure new building stock is as efficient as possible & renewable energy opportunities realized.

OUR SERVICES FOR YOU

OUR PERFORMANCE DURING QUARTER 2 JULY to SEPTEMBER 2019



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Annual Energy Use (All Sites)

Performance Indicators	Consumption Kwh			Cost £		
	*17-18	18-19	Chg. %	*17-18	18-19	Chg. %
Electricity	16,998,804	15,957,275	-6.1%	£1,956,120	£2,005,430	2.5%
Gas	19,532,723	18,609,902	-4.7%	£476,013	£503,157	5.7%
Oil	7,925,340	6,784,656	-14.4%	£381,884	£367,774	-3.7%
Biomass	178,027	376,956	111.7%	£6,305	£17,305	174.5%
LPG	224,805	399,848	77.9%	£26,990	£40,018	48.3%
Total	44,859,699	42,128,636	-6.1%	£2,847,313	£2,933,682	3.0%

Observations: (*Note 2017-18 figures revised)

The absolute energy consumption in financial year 2018-19 was 6.1% lower than the energy consumption in the previous year with a 3.0% increase in energy costs. Consumption of electricity, gas and oil all fell although our consumption of biomass has increased as we switch our sites heated by oil to biomass as part of our energy and carbon reduction programme. LPG consumption increased during a temporary fault in other heating systems, which has since been rectified and will be closely monitored going forward.

Impact of price increases

There has been a general increase in energy tariffs increasing the cost of fuel. While we reduced our absolute energy consumption by 6.1%, fuel costs increased by 3.0%. This is due to an increase of energy unit costs in almost every fuel.

Impact of weather - This year has been milder than last year and this will have

contributed in part to energy reductions associated with heating.

Changes in our Estate

The Council has undertaken an ambitious programme of building new schools over the past few years and in some cases we are still in transition period where new buildings are occupied but we have some residual energy demand from vacant buildings to protect the building fabric. While we work hard to minimise the impact of this, in some cases this has led to a temporary increase in energy consumption.

Actions we are taking to improve our performance

As part of the transformation programme of works the Energy Efficiency Programme (EEP) is focussed on delivering cost effective energy reductions that represent best value for money while reducing the our energy consumption and costs as much as possible.

OUR SERVICES FOR YOU

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Road Casualties

Performance Indicators	Basis	2017	2018	Q1 19	Q2 19	Trend	Status
Killed on Borders Roads	Number in period	7	11	2	* n/a	* n/a	Context
Seriously Injured on Borders Roads	Number in period	54	65	13	* n/a	* n/a	Context

Observations:

Note that Road Casualty figures here are reported on a calendar year basis, by quarter. Full Quarter 2 2019 data has not yet been made available by Police Scotland.

As at Quarter 1 2019, tragically there were 2 fatalities resulting from road accidents in the Scottish Borders. This compares to a figure of 2 in the equivalent period of 2018 and 2 in the previous quarter (Q4 of 2018).

There were 13 people seriously injured as a result of road accidents in the Scottish Borders in Quarter 1 of 2019. This is up 3 on the equivalent period of 2018 but down 5 on the previous quarter.

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Customer Advice & Support Services

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Housing Benefit New Claims	Average time to process in days	29.11	24.20	15.42	13.42	23.00	👍	Green
Housing Benefit Change Events	Average time to process in days	7.06	6.51	5.39	7.72	7.00	👍	Orange
Welfare Benefits – People Contacting Us	Number in period	n/a	1,329	328	299	-	n/a	Green
Welfare Benefits – Monetary Gain	£m in additional benefits, cases closed in the quarter	n/a	£4.534m	£1.300m	£1.080m	-	👎	Green
Welfare Benefits – Cumulative Monetary Gain	£m in additional benefits, cases closed ytd	n/a	£4.537m	£1.300m	£2.380m	-	👍	Green



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Observations:

Performance on processing new Housing Benefit claims continues to improve and is within target for Quarter 2 at 13.42 days. Volumes have reduced but there is a higher proportion of more complex claims which are still eligible for Housing Benefit.

Performance at processing Change Events has reduced this quarter due to a higher proportion of older work being completed. However, additional resource in processing will continue to be used that should keep performance within target for the year.

There has been a slight reduction in referrals to the Welfare Benefits service from Quarter 1 figures, however this is an expected trend over the summer months.

With regards to additional benefits, there has been an upward trend in the monetary

gain for cases closed in quarter Quarter 2 2019/20 compared to Quarter 2 2018/19, up by £268.3k. Officers are reporting a continuing increase in the number of positive outcomes at benefit tribunal level which in turn increases the monetary gain for customers across the Scottish Borders.

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Customer Contact



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Voice interactions logged by contact centres	Number in period	100.5k	94.1k	22.6k	23.3k	-	👍	
Face to face interactions – logged through CRM	Number in period	62.4k	58.5k	14.6k	14.1k	-	👍	Context
Total Customer Contacts	Number in period	169.3k	162.2k	39.7k	40.1k	-	👍	Context

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Observations:

In Quarter 2 (2019/20) the number of **Voice interactions** increased by 732 when compared with the previous quarter. When making a comparison with Quarter 2 last year (2018/19) there has been a decrease of 1649 voice interactions taken through CRM. Voice interactions continue to be the most common method of customer contact and numbers fluctuate throughout the year with increases being seen at significant times, such as the lead up to the start of the new school year which may account for the increase in calls during Q2.

There has been a decrease of 460 **Face-to-face interactions** during Quarter 2 (2019/20) when compared with Quarter 1; the second quarterly decrease in a row and a reduction of 1,594 compared with the Quarter 2 of 2018/19.

Quarter 2 (2019/20) has seen an increase of 384 **Total interactions** taken through CRM when compared with Quarter 1. When reviewing the same period last year there has been a decrease of 2,892 interactions.

Actions we are taking to improve/maintain performance:

We actively promote the website and the Customer Advice & Support Service (0300 100 1800) telephone number. We are also continually working to increase the number of services delivered digitally and to encourage self-service.

OUR SERVICES FOR YOU

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Council Tax Collection



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Council Tax Due that was collected	% in period (ytd)	96.81%	96.84%	31.04%	56.67%	57.01%		

Observations:

The gap between target and actual collection is closing month on month and has reduced by 0.22% over the last 3 months. This mirrors last years trend. We are working closely with our Sheriff Officers targeting groups of non payers with high level

current year debts. 12 monthly Direct Debit is still on the increase within the financial year resulting in increased collection within the last quarter. We do not expect any change to our annual forecasted collection rate.

Property



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Capital receipts	Cumulative in year £m	£0.380m	£1.444m	£0.390m	£0.402m	£1.55m		Context
Properties surplus	Number at end of period	21	30	38	44	-	n/a	Context
Properties marketed	Number at end of period	7	5	6	8	-	n/a	Context
Properties under offer	Number at end of period	7	16	19	19	-	n/a	Context

Observations:

3 sales have concluded in Q2 for 2019/20 resulting in a small additional capital receipt of £12k. Land has been sold in Langhaugh, Galashiels to Eildon H A to allow them to proceed with their proposed housing development. The year end target has been revised down to £1.55m as a result of reviewing the settlement dates of potential disposals.

There are 44 land and property assets surplus to the Councils requirements. 17 currently fall under the surplus category. This now includes the 3 recently declared

surplus primary schools at Etrick, Eccles and Hobkirk. Discussions on bringing these to the market or community interest disposals are on-going. The Council is actively marketing 8 properties and our selling agents indicated interest is limited. A further 19 properties are currently under offer with two sales at Lauder and Kelso hopefully settling in November. There is still interest in development sites within the Councils industrial estates with a number being pursued to a conclusion on planning consent approval.

OUR SERVICES FOR YOU

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Complaints Handling

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Complaints Closed at Stage One avg days	Average time to process in days	4.0	4.55	4.5	4.3	5	👍	Green
Complaints Closed at Stage One within time	% Closed within 5 working days	86.4%	81.0%	82.4%	85.3%	100%	👍	Orange
Complaints Closed at Stage Two avg days	Average time to process in days	17.7	18.22	20.7	22.0	20	👎	Orange
Complaints Closed at Stage Two within time	% Closed within 20 working days	67.4%	73.9%	71.4%	59.5%	100%	👎	Red
Complaints Closed – Escalated – avg days	Average time to process in days	18.0	14.93	21.8	17.5	20	👎	Green
Complaints Closed – Escalated – within time	% Closed within 20 working days	53.8%	78.6%	60%	76.9%	100%	👍	Red
Number of Complaints Closed	Number in period	691	645	173	157	-	👍	Context

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Observations:

The council aspires to meet all complaints within timetable. Average closure time at stage one remains within the 5 day target at 4.3 days. The majority of complaints closed are closed at Stage one. The average closure time for Stage Two complaints was above the target of 20 days. With regards to Escalated complaints, significant swings in performance for can occur given the very limited numbers in this category.

Actions we are taking to improve/maintain performance:

Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training to staff where necessary.

Note: A new reporting suite for Complaints is to be developed as part of the Digital Customer Access programme.

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Freedom of Information Requests (FOI)



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
% of FOI requests completed on time	% in period	93.3%	85.8%	86%	91%	100%	👍	
Number of FOI requests received	Number in period	1,279	1,418	303	338	-	👍	Context

Observations:

Scottish Borders Council received 338 requests for information in Q2 2019/20, 35 higher than Q1 2019/20 and 25 less than Q4 2018/19. In Q2 2019/20 91% were completed on time. This is a good achievement in comparison to previous quarters reported as it is 5% higher than Q1 2019/20 and 9% higher than Q4 2018/19. We always endeavour to reach 100% however, in recent months this has not been possible. The FOI process is under review to see what changes could be made to

improve efficiency. Changes are likely to include: a proposed change of process in terms of removing the Service Director approval stage for the majority of uncontentious FOIS; the introduction of a new log and workflow; the recruitment of a Modern Apprentice to assist with administration of the FOI function; and provision of additional Information Team support for the social work department (which we anticipate will reduce the burden of Subject Access Requests on that department and, in turn, allow more time to be spent on FOI requests).

Social Media



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Facebook Engagements	Number in period	368.2k	259.6k	95.6k	86.3k	-	👍	Context
Twitter Engagements	Number in period	120.8k	33.2k	7.3k	8.8k	-	👍	Context

Observations:

During Q2 the total reach of all our Facebook posts was 1,549,751, with 86,341 post engagements. The posts with the most engagements included the school holiday consultation, welcoming probationer teachers, CCTV consultation, a video showing

path works on the Eildons, an exam results video, the launch of the mobile recycling service in Jedburgh, the launch of a new horse riding trail and the announcement of the name of the new Jedburgh campus. Our Twitter posts during the quarter were seen 498,720 times, with 8,785 engagements.

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Assessor – Council Tax Valuation List and Valuation Roll (Non Domestic Rates)



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Council Tax Valuation List- Time taken to add new properties to the List	% Within 3 months of the date of occupation/completion and the issue of the banding notice	88%	91%	84% Ytd	88% Ytd	92%	-	
Valuation Roll (<i>Non Domestic</i>) - Time taken to amend the valuation roll to reflect new, altered or demolished properties	% Within 3 months of the date of completion and the issue of the valuation notice	45%	56%	100% Ytd	86% Ytd	65%	👍	

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Observations:

These figures are reported annually to Scottish Government. The Assessor Performance Reports are published at www.saa.gov.uk/scottishborders/our-performance/ and other statistical information can be found at www.saa.gov.uk/general-statistics/

The Assessor for Scottish Borders Council is an independent statutory official who is responsible for the preparation and maintenance of the Valuation Roll and Council Tax Valuation List for the Scottish Borders Valuation Area.

The Council Tax Valuation List contains all domestic properties showing an allocated Council Tax band which is based on the market value of the property as at 1991. The Assessor measures performance relating to the time taken new properties are added to the Valuation List within the current financial year. Targets are based on previous achievements, the pressures on resources and the volume of work anticipated in

other areas of the Service. At the end of Quarter 2 88% of new properties were added within 3 months, just below the target of 92%.

The Valuation Roll contains an entry and a rateable value for every non-domestic property in the Scottish Borders. The Assessor measures performance relating to the time taken valuation amendments are reflected in the Valuation Roll within the current financial year. At the end of Quarter 2 86% of valuation amendments were completed within 3 months, well above the target of 65%.

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Schools

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Attendance – Primary Schools	% Attendance in period	95.4%	95.3%	95.30%	96.44%	95%	👍	Green
Attendance – Secondary Schools	% Attendance in period	91.1%	91.2%	91.48%	92.93%	92%	👍	Green
School Attendance – Overall	% Attendance in period	93.3%	93.2%	93.4%	94.7%	-	👍	Green
Exclusion Incidents – Primary Schools	Number in period	51	31	12	10	-	👎	Orange
Exclusions – Primary Schools	Number in period	49	29	9	8	-	👎	Orange
Exclusion Incidents – Secondary Schools	Number in period	178	263	59	22	-	👍	Green
Exclusions – Secondary Schools	Number in period	166	236	51	25	-	👍	Green
School Exclusion Incidents – Overall	Number in period	229	294	71	32	-	👍	Orange
School Exclusions – Overall	Number in period	215	265	60	33	-	👍	Orange
School / Nursery Inspections	Number in period	1	15	2	1	-	n/a	Context

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Observations:

Quarter 2 has traditionally seen a higher level of attendance in comparison to Q1. Primary and Secondary attendance remains consistent with previous years showing a higher level of attendance. Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence has been a priority during the first part of the new academic year.

Quarter 2 of 2019-20 has seen the lowest level of overall exclusions for the same period over the past 5 years. The majority of the 25 pupils excluded from secondary school during Q2 were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period). Schools continue to focus on reducing exclusions and providing a more inclusive education.

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Children & Families Social Work

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Looked After Children (aged 12+) in Community Family Based Placement rather than residential	% at end of period	71%	70%	69%	70%	80%	👍	Orange
Looked After Children (all ages) in Community Family Based Placement rather than residential	% at end of period	84%	84%	85%	85%	80%	👍	Green
Number of Looked After Children	Number at end of period	224	202	198	196	-	👍	Context
Inter-agency Referral Discussions - child	Number in period	559	590	107	116	-	👍	Context
Child Protection Register	Number at end of period	42	46	43	46	-	👍	Context

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Observations:

We have seen a slight increase in Quarter 2 to 70% of the number of **Looked After Children** aged 12 or over **placed within a family setting** rather than a residential setting. Taking into account those in 'Continuing Care' status, this figure rises to 77%. Across all age groups we continue to meet and exceed our target and ensure the majority of Looked After Children are placed within a family setting. We continue to focus on increasing the number of foster carers within the Scottish Borders. This year's foster care conference, held to acknowledge the dedication and commitment of foster carers from across the region, has been heralded by attendees as being the best so far. The overall theme was 'Change a Future', with a focus on continuing care and supporting young people into adulthood.

Quarter 2 has seen another reduction in the **number of looked after children**. This

figure is a snap shot during the last month of the quarter and fluctuates throughout the time period.

The number of **Inter-agency Referral Discussions (IRD)** continues to fluctuate over the quarters, there was a significant increase in Quarter 2 to 116 from 107 in Quarter 1. As children are brought to the attention of Social Care via other agencies, organisation or the public, a co-ordinated response is provided. IRD's provide a whole system co-ordinated approach to ensuring vulnerable children are highlighted, supported and their situation monitored to provide a stability.

We continue to see fluctuating levels of children on the **Child Protection Register**.

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Community Learning & Development (Annual Performance)

Performance Indicators	17-18	18-19	Trend	Status
Participation – Number of Learners	877	717		
Participation - Number of learning programmes delivered	937	896		
Achievement - Number of learning programmes that lead to outcomes of: Increased employability	156	204		
Achievement - Number of learning programmes that lead to outcomes of: Increased health and wellbeing	635	562		
Achievement - Number of learning programmes that lead to outcomes of: Increased skills	374	317		
Achievement - Number of learning programmes that lead to outcomes of: Family outcomes	379	326		
Progression - Number of learning programmes that lead to: Progression to employment, further learning, volunteering or participation in a community activity	387	484		
Progression - Number of learning programmes that lead to: Accreditation (nationally recognised)	273	346		

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Observations: *(Note: Figs currently compiled on Annual Basis)*

Each learning programme leads to the achievement of evidenced learning outcomes. Learners of all ages (9-65+yrs) may take part in more than one learning programme, which is delivered locally, largely in schools and Community Centres, across the Borders. Learning is designed to be accessible to vulnerable learners, including: people with few or no qualifications; socially isolated; additional support needs; living in SIMD deciles 1-3; low income; unemployed; health issues and Looked After Children.

2018/19: Lower **participation figures** reflect shift away from universal provision towards increased targeting of vulnerable learners. The Service carried several

vacancies across the year. Learning programmes include: literacy, numeracy; English for Speakers of Other Languages (ESOL); employability; family learning; transitions for vulnerable young people; building young people's resilience; intergenerational learning; health and wellbeing and skills development 2018/19 figures reflect increased focus on employability **outcomes**.

2018/19 figures reflect increased focus on learners gaining nationally recognised **accreditation**.

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Modern Apprentices

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
New Modern Apprentices employed this year	Number in period	n/a	33	25	33	-	👍	Context
Number of Current Modern Apprentices	Number at end of period	30	34	58	54	-	👍	Context
Modern Apprentices securing employment with SBC after MA	Cumulative in year number	n/a	11	3	10	-	👍	Context



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Observations:

Scottish Borders Council have recruited 33 Modern Apprentices (MA's) since April 2019 which equals the number recruited during 2018/19. There are 54 MA's currently employed by the council overall.

There continues to be a growing interest from departments surrounding the MA process and the opportunities they can offer. Departments continue to consider MA's as an option to fill vacancies which provides great opportunities for young people to

gain valuable workplace skills and qualifications.

10 MA's have secured paid employment with SBC after completion of their apprenticeship this year.

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Adult Social Care

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Adults (aged 65+) receiving care at home	% at end of period	78%	78%	79%	78%	70%	-	
Adults using Self Directed Support approach	% at end of period TBC	77.6%	85.2%	89.0%	91.6%	90%	👍	

Bed days

Performance Indicators	Basis	17-18	18-19	Q4 18-19	Q1 19-20	Target	Trend	Status
Bed days associated with delayed discharges from hospital (residents 75+)	Rate per 1000 population, in period	855	761	171	164	180	👍	
Bed days associated with Emergency Admissions (75+)	Rate per 1000 population, in period	3,599.5	3,544.9	883	824.3	-	👍	

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Observations:

The percentage of adults (aged 65+) receiving care at home has continued to remain relatively stable, at 78% for Quarter 2. We continue to assess clients under the Self Directed Support (SDS) approach and review their needs to help ensure they are able to remain within the community.

The percentage of adults who are now directing their own care and support has increased in Quarter 2 to 91.6%. New clients are assessed using the Self Directed Support approach and SBC is continuing the progression of existing clients, during reassessment, onto the Self Directed Support (SDS) approach.

The quarterly rate of bed days associated with delayed discharges for Scottish Borders

residents aged 75 and over has fluctuated since the start of the 2013/14 financial year, but has generally remained around 150 to 200 per 1,000 residents. 2018/19 has consistently been above average with Q3 18/19 seeing the 2nd highest rate over the past 2 years. A target (for 2019/20) to reduce delayed discharges by 30% has been set.

Occupied bed day rates for emergency admissions (age 75+) has seasonal fluctuations but performance trend is positive – both long-term (over 3-years) and short-term (over 4 quarters) – and we perform better than the Scottish average. (NB: Does not include bed days in the four Borders' community hospitals).

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Adult Protection

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Adult protection - Concerns	Number in period	277	338	98	100	-	👍	Context
Adult protection - Investigations	Number in period	131	176	53	63	-	👍	Context
Referrals To Domestic Abuse Services	Number in year to date	756	762	196	391	*369	👍	Context
Reported incidents of domestic abuse	Number in year to date	1,082	1,005	263	575	*513	👍	Context
High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference	Number in year to date	99	93	31	48	*53	👎	Context

* Target = 2018/19 Q2 Ytd. value

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Observations:

We continued to see an increasing trend in the number of **Concerns** raised. 2018/19 appears to have some of the highest level experienced and the first and second quarters of 2019/20 have continued to follow that trend.

Quarter 2 has seen a large increase in the number of **Investigations** over previous quarters, which is in balance with the number of concerns raised for the same period.

There have been 391 **Referrals to SBC Domestic Abuse services** (Adults) in the year to date, which is 22 referrals more than 2018/19 at this point and equates to a 6% increase. The increase in referrals has mainly been in the Domestic Abuse Advocacy Support (DAAS) and Safe Housing Options (SHO) aspects of the service.

With regards **Reported Incidents of Domestic Abuse**, there was 62 additional incidents

reported in the year to date when compared to 2018/19 for the same time period, which equates to a 12.1% increase.

48 cases have been discussed at **MARAC** (Multi Agency Risk Assessment Conference) in the year to date. This is a decrease of 9.4% (5 cases) when compared to the same time period in 2018/19. MARAC referrals remain lower than the expected yearly total of 200. This projected figure is based on a national UK wide statistical indicator that suggests that a population the size of Scottish Borders could expect 200 high risk cases per year (SafeLives 2015).

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Safer Communities

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Cases showing agreement or improvement after mediation	% in period	87.7%	93.3%	86.7%	91.2%	80%	👍	
Referrals to mediation	Number in year to date	153	123	49	87	*74	👍	Context
Number of reported ASB Incidents	Number in year to date	5,633	5,676	1,454	2,931	*3,066	👍	Context
ASB Early Interventions	Number in year to date	806	899	192	375	*468	👎	Context
Monitored for ASB	Number in year to date	1,688	1,561	448	865	*820	👎	Context
Group 1-5 recorded crimes and offences	Number in year to date	3,404	3,704	1,021	1,930	*1,674	👎	Context

* Target = 2018/19 Q2 Ytd. value



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Observations:

Mediation referrals increased by 13 in the year to date when compared to 2018/19, which equates to a 17.6% increase. The increase in referrals to the service is positive as this early intervention can help prevent escalation in issues. There has been an increase of 11.2% in the % of **mediation cases that show agreement/improvement** after mediation in 2019/20 when compared to the baseline target of 80%. Mediation is proving to be successful in the majority of cases taken on for mediation. Action has included increased integration of the mediation service into the daily operations of the ASBU (Anti-Social Behaviour Unit) and awareness raising of the service.

With regards the **Number of Reported ASB Incidents**, there has been a 4.4% decrease in incidents in the year to date when compared to the same time period in 2018/19. This equates to 135 fewer incidents recorded, which is positive. We continue to intervene early in cases of antisocial behaviour to try and reduce the number of cases where there is an escalation in antisocial behaviour. Effective partnership working

allows us to target problematic cases and provide a coordinated response to addressing more persistent issues of antisocial behaviour.

Early ASB interventions have decreased by 93 Year to date. when compared to 2018/19, which equates to a 19.9% decrease.

45 additional persons are **Monitored for antisocial behaviour** in the year to date in 2019/20 when compared to 2018/19, which equates to a 5.5% increase. The increase is largely attributed to an increase in telephone complaint logs received directly into Scottish Borders Council in quarter 2. We are continuously looking at what other agencies do or what diversions can be implemented. A formal process exists between partner agencies to take a consistent approach to addressing antisocial behaviour.

There has been a 15.3% increase in **Group 1-5 crimes** in 2019/20 when compared to the same time period in 2018/19, which equates to 256 additional victims.

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Economic Development and Procurement

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
New businesses were created with Business Gateway help	Number in period	224	218	49	48	49	👎	n/a
Businesses supported by Business Gateway	Number in period	1,324	1,497	283	*n/a	*n/a	👎 (Q1)	n/a
Industrial and commercial properties owned by the council that were occupied	% occupied at end of period	88.8%	88%	88%	90%	88%	👍	
SB Business Fund - grants	Number in period	33	19	5	1	-	👎	Context
SB Business Fund – grants £	Amount £ in period	£100.9k	£57.1k	£16.9k	£2.7k	-	👎	Context
Invoices paid within 30 days	% in period	78%	84%	89%	87%	93%	👍	
PCIP Score (Procurement Capability Improvement Programme)	Bi-annual score	72% 2016	78% 2018	n/a	n/a		👍	

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Observations:

New businesses created with the help of Business Gateway, at 48 was very close to the forecast of 49, considered satisfactory against a context of stretched resources. A new report will allow for some focussed proactive work in identifying local start-up businesses and providing support to them. * *Overall businesses supported not yet available.*

Occupancy rates increased to 90% in Quarter 2. Figures by locality were Berwickshire 78% (Q1 76%), Cheviot 95% (Q1 95%), Eildon 96% (Q1 92%), Teviotdale & Liddesdale 74% (Q1 77%) and Tweeddale 97% (Q1 97%). The total number of new leases in Quarter 2 was 8 (Q1 7).

With regards to the **Scottish Borders Business Fund**, during this Quarter, 1 grant was approved from 3 applications. This project is expected to create 1 job (FTE) and safeguard a further 1 job. The amount of grant awarded was £2,725.30. The sector supported is food and drink.

The long term trend is positive around **Invoices paid within 30 days**. Work is continuing on corporate adherence to the payment process.

The 2018 **Procurement Capability Improvement Programme (PCIP)** score was 78% (6% higher than 2016), placing Scottish Borders Council in the top 'F1 Band' and above local authority average of 70%. *Note this is a bi-annual score.*

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Employment

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
16 - 64 Employment rate	% final quarter in period	74.1% Q4	75.7% Q4	75.2%	n/a	74.7% National Rate	👍	Context
16 - 64 Claimant Count	% final quarter in period	1.63% Q4	2.47% Q4	2.53%	2.6%	3.23% National Rate	👎	Context
18 - 24 Claimant Count	% final quarter in period	3.43% Q4	4.53% Q4	4.83%	5.07%	4.67% National Rate	👎	Context



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Observations:

The number of **people in employment** in the Scottish Borders in Quarter 1 2019-20 was 53,600 (75.2%), which is 100 less than in the previous Quarter. The Scottish Borders rate is above that of Scotland (74.7%), but below that of Great Britain (75.6%).

The average rate of people aged **16-64 claiming out-of-work benefits** was 2.6%, lower than the Scottish rate of 3.23%, in Quarter 2. At the end of September 2019, there were 1,755 people claiming out-of-work benefits, which is five more than at the end of the previous Quarter.

The average rate of people aged **18-24 claiming out-of-work benefits** was 5.07% in this Quarter, which was higher than the Scottish average of 4.67%. At the end of September 2019, there were 385 young people claiming out-of-work benefits, which was five more than at the end of the previous Quarter.

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Major Projects

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Trend	Status
Top Capital projects on target	Number with 'Green' RAG at end of period	18	18	18	19	👍	
Top Capital projects slightly behind target	Number with 'Amber' RAG at end of period	3	1	1	0	👍	
Top Capital projects not on target	Number with 'Red' RAG at end of period	0	0	0	0	-	



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Observations:

As at the end of Quarter 2, all of the top capital projects were considered overall on track (green).

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING QUARTER 2 JULY to SEPTEMBER 2019



Community Empowerment

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Asset transfer requests Received	Number in period	4	0	0	0	-	-	n/a
Asset transfer requests Agreed	Number in period	0	3	0	0	-	-	n/a
Asset transfer requests Refused	Number in period	1	0	0	0	-	-	n/a
Community Participation requests Received	Number in period	1	6	1	0	-	-	n/a
Community Participation requests Agreed	Number in period	0	3	0	1	-	-	n/a
Community Participation requests Refused	Number in period	1	2	1	0	-	-	n/a
People carrying out volunteer work with SBC	Number of people volunteering	213 Q4 17-18	155 Q4 18-19	161	178	-	👎	Context

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Observations:

Relatively small Asset Transfer and Community Participation figures limit the value of showing a Trend indication here.

With regards to **Asset Transfer requests**, during Quarter 2 three groups made informal enquiries about purchasing, leasing or using SBC land or buildings. Of these, discussions are taking place with one group, out-with the Community Empowerment Act process, regarding a potential lease or sale. Heads of Terms regarding a lease are being discussed with two groups that had previously intimated interest in a building - these are also out-with the Community Empowerment Act.

One group has decided not to continue with a formal request but is instead sub-letting SBC premises and land from a third party. One group, who had expressed interest in a facility, has stated that they would rather continue to use the facility once a new

operator has been identified rather than take on the day to day running of it.

The Estates and Community & Partnerships teams are actively working with a further six groups.

Although no **Participation requests** were received in Quarter 2 the participation request that was received in Quarter 1 was agreed.

There is a slight increase in the **Number of volunteers** recorded in Quarter 2. This is due to an increase in the number of volunteers working with the Walk It programme and volunteers from the mental health service being reported this quarter. The economic benefit to the Borders is £14.3k based on average income in the Borders (£12.46).

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Community Funding

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Community Fund - Value of funding awarded - Berwickshire	£ awarded in period	n/a	n/a	£1.5k	£8.5k	-	n/a	Context
Community Fund - Value of funding awarded – Cheviot	£ awarded in period	n/a	n/a	0	£2.6k	-	n/a	Context
Community Fund - Value of funding awarded – Eildon	£ awarded in period	n/a	n/a	£2.8k	£15.2k	-	n/a	Context
Community Fund - Value of funding awarded - Teviot & Liddesdale	£ awarded in period	n/a	n/a	£5k	0	-	n/a	Context
Community Fund - Value of funding awarded - Tweeddale	£ awarded in period	n/a	n/a	£3k	£4.8k	-	n/a	Context
Neighbourhood Small Schemes Fund	£ awarded in period	£151.8k	£176.7k	£19.0k	£36.2k	-	👇	Context

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Observations:

10 projects were awarded funding across the Scottish Borders in the second quarter: four were awarded to Eildon; three to Berwickshire; two were awarded to Tweeddale while Cheviot received funding for one project. These awards helped to meet 55% of the overall costs associated with the projects and amounted to £31,155 in the second quarter. It is worth noting that the Communities & Partnership Team continue to promote the Community Fund across the Scottish Borders and support groups in progressing their applications. They are also undertaking monitoring and evaluation

of all awards to ensure that successful applicants deliver the stated outcomes of their projects.

With regards the **Neighbourhood Small Schemes Fund**, cumulatively to Q2, 24 projects have been awarded a total of £36,187. The amounts awarded range from £90 to £5,586 and averaged £1,508.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Community Resilience

Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Community Resilience – SB Alert Registrations	Number at end of period	5,163 Q4 17-18	5,266 Q4 18-19	5,679	5,690	10,000 (2 yrs)	👍	
Active community resilience plans	Number at end of period	42 Q4 17-18	47 Q4 18-19	47	47	-	-	Context
Progressing community resilience plans	Number at end of period	12 Q4 17-18	6 Q4 18-19	6	0	-	👎	Context



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Observations:

Note: Target for SB Alert Registrations is an aspiration to reach 10,000 over 2 years.

There were 5,690 **people registered with SB Alert** at the end of Quarter 2, a small increase over the previous quarter. The benefits of SB Alert will continue to be highlighted through the social media feeds and Resilient Community Groups to encourage additional sign up.

The number of **Active Community Resilience plans** remains at 47. The Resilient Communities initiative enables communities to respond locally to incidents such as severe weather more effectively, with appropriate training and support from SBC. They do this by carrying out local tasks such as:

- Clearing snow from pathways/community facilities
- Delivering supplies
- Providing meals and assistance to those in need
- Communicating with residents as well as the Emergency Bunker based at HQ

SBC support the groups by providing equipment, First Aid and general training as well as early warnings of severe weather or other important information. SBC are calling on local people to either join a group or approach the Council to set up their own. More information about resilient communities can be found at https://www.scotborders.gov.uk/info/20008/emergencies_and_safety/191/resilient_communities

An audit of all groups will be conducted before the end of the year to ensure that we are accurately reflecting the current situation.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING **QUARTER 2 JULY to SEPTEMBER 2019**



Community Benefits Clauses



Performance Indicators	Basis	17-18	18-19	Q1 19-20	Q2 19-20	Target	Trend	Status
Number of Contracts Awarded with Community Benefit Clauses (CBC) included	Number in Period	21	26	5	3	-	👎	n/a
Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)	Number in Period	28	25	13	14	-	👍	n/a

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Observations: (Note – reporting covers most recent 2 Quarters / reported twice yearly)

The number of contracts awarded during this reporting period containing a **Community Benefit Clause (CBC)** continues to be encouraging.

Contracts included Passenger Transport Dynamic Purchasing System; Eildon Paths Project; Stirches Primary School- Early Years; Selkirk High School – Social Spaces; Priorsford Primary School – Early years; Burgh Primary School- Secure Reception; Knowepark Primary School- Secure Reception and 3G Pitch Melrose Rugby.

Examples of **significant projects due to commence later this year**, all containing added value through CBCs include Armstrong Building Works Hawick; Hawick Flood Protection Scheme; Borders Union Bridge; Borders Innovation Park Building; Swinton Primary School - Early Years; St Ronans Primary School - Early Years.

It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short-term basis.

With regards to **Employment and Skills Opportunities**, in this reporting period six new jobs, which included one new apprenticeship and twenty-one work experience posts were realised from our projects. New job opportunities for unemployed people were

delivered from The Great Tapestry of Scotland Building in Galashiels; The new 3G Sports Facility at Melrose Rugby Club; The Domestic Abuse Community Support Service and The Short Term Vehicle Hire Framework.

The Construction Sector Skills Academy continues to provide a number of work experience opportunities for local unemployed people. This programme is delivered by the Job Centre in Galashiels and community benefit contract clauses contained in our third party contracts are used to facilitate two week work experience opportunities for candidates on the course. This arrangement has already led to a number of students securing full-time employment in the construction industry.

During this reporting period work experience has been provided on a range of contracts. These were Langlee Waste Transfer Facility; Linglee Mill Selkirk; Stirches Primary School Early Years Provision; Priorsford Primary School Early Years Provision; Knowepark Primary School Secure Accommodation; Burgh Primary School Secure Accommodation; Melrose 3G Sports Facility; Jedburgh Intergenerational Campus; Great Tapestry of Scotland Building and Home Energy Efficiency Programme.

Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.

COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 2 JULY to SEPTEMBER 2019



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APPENDIX 3: COMMUNITY ACTION TEAM

COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 2 JULY to SEPTEMBER 2019



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BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD	TASKING DURING PERIOD
<ol style="list-style-type: none"> Youth issues of antisocial behaviour in Eyemouth High Street during weekends. 	<ol style="list-style-type: none"> Reported youth issues in Shedden Park, Kelso. Several premises in Kelso are subject to monitoring for antisocial behaviour and potential licensing issues. 	<ol style="list-style-type: none"> CAT officers executed drugs warrants in Tweedbank in September. The CAT executed drugs warrants in Newtown St Boswells in July 	<ol style="list-style-type: none"> The CAT executed drugs warrants in Hawick in August. 	<ol style="list-style-type: none"> The CAT were present at cycling and crime prevention events in Peebles and Innerleithen. Antisocial driving issues in several locations in Peebles.
EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT	EVIDENCE OF IMPACT
<ol style="list-style-type: none"> Patrols carried out by CAT, alcohol seizures made and youths identified and charged with offences. Incidents numbers have reduced by 70% in September. 	<ol style="list-style-type: none"> CAT patrolled the area and addressed issues of antisocial behaviour. Licensed premises checks carried out in Kelso. 	<ol style="list-style-type: none"> Dealer amounts of drugs recovered and charges being progressed. Significant seizures of class A and class B drugs and charges brought. 	<ol style="list-style-type: none"> Significant amounts of class A and class B drugs were recovered and charges brought. 	<ol style="list-style-type: none"> Positive response from event organisers, supporters and local businesses. CAT are currently investigating issues and building a case in respect of individuals engaging in antisocial driving.

COMMUNITY ACTION TEAM (CAT) ACTIONS																				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Raised in Quarter	5	2			5	5			5	6			3	7			2	6		
Accepted in Quarter	3	2			2	3			3	5			3	4			1	5		

Note: Not all issues received and discussed at the CAT oversight group meeting are taken on as actions by the CAT. Some actions may be more appropriately followed up and actioned by another service within SBC or by a partner organisation. Also some actions are tasked directly through Police Scotland so are not reflected in the figures above but show the impact the team is having in the Borders.

COMMUNITY ACTION TEAM

IMPACT REPORT FOR QUARTER 2 JULY to SEPTEMBER 2019



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HI-VISIBILITY FOOT PATROL (HOURS)



18-19	Q1	Q2
335	118	117

During the quarter the CAT has conducted targeted foot patrols in the identified areas of concern. On patrol, officers have engaged with residents to gain a better understanding of the problems and gleaned intelligence in their areas.

MOBILE PATROL (HOURS)



18-19	Q1	Q2
588.5	133	153

Mobile patrols are regularly carried out throughout the Borders by the CAT. Some of these patrols are intelligence led in relation to disrupting drugs supply or responding to information received regarding vehicles being driven by disqualified or uninsured drivers. As a result of these patrols officers have made a number of drugs recoveries and issued traffic tickets and reported offenders.

STATIC ROAD CHECKS



18-19	Q1	Q2
101	27	14

The CAT have continued to conduct static road checks on many of our arterial routes. The visibility of Police conducting these types of checks has a positive effect on road safety with speed guns often being used to monitor speeds in the smaller towns and villages.

Over the last three months the CAT has worked closely with Roads Policing colleagues as part of the campaign to target drink/drug driving in the Borders.

ROAD TRAFFIC NO. OF FIXED PENALTIES ISSUED



18-19	Q1	Q2
23	14	4

From completing mobile patrols and static road checks several motorists have been charged with relevant road traffic offences with fixed penalty tickets being issued and drivers reported to court.

NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS



18-19	Q1	Q2
217	66	12

33% (Q2) of searches were positive for drugs

PARKING NO. OF TICKETS ISSUED



18-19	Q1	Q2
884	209	160

All Borders towns have received attention in relation to dangerous and inconsiderate parking with 160 parking tickets issued in the quarter. Officers have been completing timed parking in our Main/High Streets in response to concerns raised. Problems with the supply of ticket books reduced the team's ability to issue parking tickets in July.

NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES



18-19	Q1	Q2
65	14	15

87% (Q2) of searches were positive for drugs



APPENDIX 4: PERFORMANCE INDICATOR SCHEDULE

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



Our Services For You

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Planning Application Times	•	Bus & Ind
Planning Application numbers	•	
Cost Per Planning Application		•
Waste Treatment/Recycling Rates	•	Household
Adult Satisfaction - refuse collection		•
Net cost of waste collection per premise		•
Net cost of waste disposal per premise		•
Energy Consumption & Costs By Fuel Type	•	
Road Casualties - Killed & Seriously Injured	•	
Housing Benefits Processing Times	•	
Welfare Benefits - Referrals & Monetary Gain	•	
Customer Interactions By Channel	•	
Council Tax - Collection Levels	•	•
Cost per dwelling of collecting council tax		•
Operation Buildings % - Suitable for current use / Satisfactory Condition		•
Capital Receipts Generated	•	
Properties Surplus / Marketed / Under Offer	•	
Complaints - % Within Timescale	•	
Complaints - Days to respond	•	
Complaints - Numbers	•	

Indicators	Quarterly (#Exec)	Annual (*LGBF)
FOI's Received & Completed on Time	•	
Social Media Engagements By Type	•	
Assessor Performance	•	
Gender pay gap		•
Highest paid 5% employees who are women		•
Sickness absence days - non teacher		•
Sickness absence days - teacher		•
Support services as a % of total gross expenditure		•
Adult Satisfaction - Libraries / Parks & Open Spaces / Museums & Galleries / Leisure Facilities		•
Cost of parks & open spaces per 1,000 popn		•
Cost per attendance - Sports / Libraries / Museums		•
% Roads that should be considered for maintenance treatment by Class	Annual Overall	•
Adult Satisfaction - street cleaning		•
Cost of roads per kilometre		•
Cost per 1,000 population -Trading Standards / environmental health		•
Net cost of street cleaning per 1,000 population		•
Street Cleanliness Score		•

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



Independent, Achieving People

Indicators	Quarterly (#Exec)	Annual (*LGBF)
School Attendance Rate(s)	•	•
School Exclusions Rates(s)	•	•
School attendance rate (Looked After Children)		•
School exclusion rates ('looked after children')		•
Schools/Nurseries inspected	•	
Resident Satisfaction - Schools		•
Cost per Pupil By School Type (Pri/Sec/Pre)		•
Funded early years provision which is graded good/better		•
Children meeting developmental milestones		•
Pupil Attainment - Deprived Areas By Level		•
Pupil Attainment By Level	Annual	•
Pupil Attainment By SIMD Quintile		•
Pupils Positive Destinations		•
Participation rate for 16-19 year olds	Annual	•
Child - Inter-agency Referral Discussions	•	
Looked After Children - Number	•	
Looked After Children - Placement	•	Community
Looked After Children - Gross Costs - Residential / Community		•
Looked After Children - more than 1 placement in the last year		•
Number on Child Protection Register	•	
Child protection re-registrations		•

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Community Learning & Development - Achievement	Annual	
Community Learning & Development - Participation	Annual	
Community Learning & Development - Progression	Annual	
Modern Apprentices - Council Employment	•	
Adults 65+ receiving care at home	•	•
Adults supported at home - agree that services/support had an impact in improving/maintaining quality of life		•
Home care costs per hour 65+		•
Residential costs per week 65+		•
Clients using the Self Directed Support approach	•	
Bed Days - Delayed Discharges / Emergency Admissions 75+	•	
Adult Protection - Concerns & Investigations	•	
Adult Satisfaction - Care or Support		•
Direct Payments + Managed Personalised Budgets spend on adults 18+ as a % of total social work spend on adults 18+		•
Domestic Abuse - Referrals / Incidents / MARAC	•	
Anti-Social Behaviour - Numbers / Early Interventions / Monitored	•	
Group 1-5 Crimes Numbers	•	
Mediation - Referrals & Improvement	•	

OUR PLAN for 2018-23 and your part in it

PERFORMANCE INDICATORS SCHEDULE



A Thriving Economy, With Opportunities For Everyone

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Business Gateway - Businesses Supported	•	
Business Gateway - Start Ups	•	per 10k popn
Invoices paid within 30 days	•	•
Occupancy Rates of Industrial and Commercial Units	•	
Immediately available employment land as a % of total land allocated for employment purposes in the local dev plan		•
Procurement Capability Improvement Programme Score	Annual	
% of procurement spend spent on local enterprises		•
Scottish Borders Business Fund - Number / Value of grants	•	
Employment Rate & Claimant Count	•	
Unemployed people assisted into work - council operated / funded employability programmes		•
Investment in Economic Development & Tourism per 1,000 Population		•
Proportion of people earning less than the living wage		•
Proportion of properties receiving superfast broadband		•
Town Vacancy Rates		•
Capital Project Summary	•	

Empowered Vibrant Communities

Indicators	Quarterly (#Exec)	Annual (*LGBF)
Asset Transfers	•	
Participation Requests	•	
Volunteer Hours	•	
Community Fund - Value of Funding By Locality	•	
Neighbourhood Small Schemes Fund - value awarded	•	
Community Resilience Plans by Stage	•	
SB Alert Registration Numbers	•	
Community Benefit Clauses - Contracts / Employment & Skills Opportunities	•	

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