

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 17 AUGUST 2021

A MEETING of the EXECUTIVE COMMITTEE will be held VIA MICROSOFT TEAMS on
TUESDAY, 17 AUGUST 2021 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

10 August 2021

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 10) Minute of meeting held on 8 June 2021 to be noted for signature by the Chairman (Copy attached)	2 mins
5.	Monitoring of the General Fund Revenue Budget 2021-22 (Pages 11 - 56) Consider report by the Executive Director, Finance & Regulatory, providing budgetary control statements for the Council's General Fund (copy attached).	10 mins
6.	Monitoring of the Capital Financial Plan 2021-22 (Pages 57 - 80) Consider report by Executive Director, Finance & Regulatory providing an update on the progress of the 2021/22 Capital Financial Plan (copy attached).	10 mins
7.	Balances at 31 March 2021 (Pages 81 - 90) Consider report by Executive Director, Finance & Regulatory, with an analysis of balances as at 31 March 2021 and on projected balances at 31 March 2022(Copy attached.)	10 mins
8.	Income Management Policy (Pages 91 - 116) Consider report by Executive Director, Finance and Regulatory (copy attached).	10 mins
9.	Debt Recovery Policy (Pages 117 - 142) Consider report by Executive Director, Finance and Regulatory (copy	10 mins

	attached).	
10.	Our Plan and Your Part In It: SBC's Corporate Performance and Improvement Report Quarter 1 2021/22 (Pages 143 - 206) Consider report by Service Director, Human Resources & Communications. (Copy attached.)	20 mins
11.	Destination Tweed - Pollinators Along the Tweed Project (Pages 207 - 216) Consider report by Service Director, Assets and Infrastructure. (Copy attached.)	10 mins
12.	Any Other Items Previously Circulated	
13.	Any Other Items which the Chairman Decides are Urgent	

NOTES

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

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

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**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE
COMMITTEE held remotely by Microsoft
Teams on Tuesday, 8 June 2021 at 10.00
am

- Present:- Councillors S. Haslam (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, S. Hamilton, E. Jardine, S. Mountford, M. Rowley, R. Tatler, G. Turnbull and T. Weatherston
- Apologies:- Councillor S. Aitchison
- Also present:- Councillors W. McAteer, S. Scott.
- In Attendance:- Executive Director Corporate Improvement & Economy, Service Director Customer & Communities, Financial Services Manager, Principal Officer (Housing Strategy, Policy & Development), Democratic Services Team Leader, Democratic Services Officer (F. Henderson).
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1. **MINUTE**

There had been circulated copies of the Minute of the meeting of 18 May 2021.

DECISION

APPROVED for signature by the Chairman.

2. **MONITORING OF THE GENERAL FUND REVENUE BUDGET 2020/21**

- 2.1 There had been circulated copies of a report by the Executive Director Finance & Regulatory providing a statement comparing final revenue outturn expenditure and income for 2020/21 with the final approved budget for the year along with explanations for significant variances. The report explained that an unaudited outturn net underspend of £2.516m was achieved in the 2020/21 revenue budget. The £2.516m net underspend (0.9% of final approved budget) was delivered following a number of earmarked balances being carried forward from 2020/21 into 2021/22. In total, these amounted to £25.582m and related to a number of initiatives across the Council and specifically included £15.682m of carry forward into the Council's COVID-19 reserve and £1.220m of carry forward by schools under the Devolved School Management scheme (DSM). Council services had delivered an underspend position whilst delivering significant financial plan savings totalling £12.091m. A high level summary of the outturn position in each Service was detailed within the report.
- 2.2 The COVID-19 emergency situation, which had affected the UK throughout 2020/21, had caused unprecedented pressure to society and the economy with significant financial challenges. The pandemic had caused a major impact on delivery of public services. In response the Council made major changes to its service delivery model during the year with the Council playing a key role in supporting Borders communities, businesses and residents. The Council had received significant support from Scottish Government to maintain public services during the pandemic and had administered over £70m of funding which had been passed to over 5,770 businesses through a variety of business grants. During 2020/21 detailed Revenue Monitoring Reports were reviewed by CMT on a monthly basis allowing proactive corporate management action to be taken during the

year where required. Council approved a major in-year budget review in August 2020 to reflect the impact of COVID-19 on the budget. In line with Financial Regulations quarterly monitoring reports were approved by the Executive Committee, authorising the necessary adjustments to the budget throughout the year. The financial impacts of COVID-19 during 2020/21 provided the basis to inform 2021/22 forecasting. The 2020/21 outturn information would be used to inform and influence the monitoring of the 2021/22 revenue budget and the 2022/23 financial planning process.

- 2.3 As previously reported, there had been a significant impact on the delivery of approved Financial Plan savings during 2020/21 as a result of the emergency situation with slippage experienced in the delivery of planned savings. The level of savings required by the financial plan, totalled £12.091m, in 2020/21 and analysis of delivery of savings was provided in Appendix 2 to the report. The outturn position showed that £7.938m (66%) savings were delivered permanently in line with approved plans, with £4.153m (34%) delivered on a temporary basis through alternative savings. Particular emphasis was being placed on the permanent delivery of these savings during the early part of 2021/22.
- 2.4 The Members acknowledged the exceptional year and the efforts from Officers across the Council in achieving this position. In response to a question in terms of further savings requiring cutting services, the Financial Services Manager advised that the investment in CGI should enable efficiency savings to continue to be made but acknowledged that making savings would become increasingly more difficult. In terms of Live Borders, it was explained that the Management Fee had been paid and government support had been received through the staff furlough scheme which had resulted in a balanced position for 2020/21. However, there were significant challenges ahead as they re-opened services.

DECISION AGREED:-

- (a) the content of the report and noted the favourable outturn position for 2020/21 prior to Statutory Audit; and**
 - (b) to endorse the CMT proposals for the balance of £2.516m identified in the report.**
 - (c) To approve the adjustments to previously approved non-COVID-19 related earmarked balances noted in Appendix 1 to the report.**
 - (d) to note:-**
 - (i) that the draft unaudited outturn position would inform the budgetary control process during 2021/22, especially in relation to ongoing COVID-19 impacts, and inform the financial planning process for future years; and**
 - (ii) the sums earmarked under delegated authority by the Executive Director, Finance & Regulatory as shown in Appendix 1 to the report.**
3. **CAPITAL FINACIAL PLAN 2020/21 – FINAL UNAUDITED OUTTURN**

There had been circulated copies of a report by the Executive Director Finance & Regulatory which provided a statement comparing the final capital outturn for 2020/21 with the final budget for the year and identified the main reasons for any significant variations. The final capital outturn statement for 2020/21 was included at Appendix 1 to the report and included the reasons identified by the Project Managers and Budget Holders for the variances to the final approved budget. These identified an outturn expenditure of £54.787m which was £9.531m below the final revised budget of £64.318m.

The Capital Plan was materially impacted by COVID-19 and the resultant national “lockdown” of the construction industry and the associated inevitable delays in planned programmes of work during 2020/21. The overall impact on the capital plan was that net £44.872m of budget within the Capital Plan had been moved as a timing movement to future years as a result of delays and re-profiling of programmes of work. The Financial Services Manager answered Members questions. In response to a question on increased costs of building supplies, Mr Curry advised that he was currently looking into this and would provide an update for Members at their next briefing.

DECISION

(a) AGREED:-

- (i) the projected outturns in Appendix 1 to the report as the revised capital budget and approved the virements required;**
- (ii) the remaining budget of £0.16m from Emergency & unplanned was allocated to IT transformation as reflected in Appendix 1 to the report; and**
- (iii) The block allocations detailed in Appendix 3 of the report.**

(b) NOTED:-

- (iii) the adjustments to funding in Appendix 1 to the report;**
- (iv) the final block allocations in Appendix 2 to the report**
- (v) the whole project costs detailed in Appendix 4 to the report.**

4. BALANCES AT 31 MARCH 2021

There had been circulated copies of a report by the Executive Director Finance & Regulatory which provided an analysis of the Council’s balances as at 31 March 2021. The report explained that the unaudited Council’s General Fund useable reserve (non-earmarked) balance was £6.315m at 31 March 2021. The balances for 2020/21 were prior to a series of technical accounting adjustments, the effect of which were expected to be broadly neutral. Adjustments required as a result of the Statutory Audit process would be reported at the conclusion of the Audit. The total of all useable balances, excluding developer contributions, at 31 March 2021 was £47.672m compared to £29.866m at 31 March 2020. The increase in balances between 2019/20 and 2020/21 can be attributed to the COVID-19 reserve of £15.682m being carried forward through earmarked balances from 2020/21 to support financial impacts in 2021/22 along with the allocation of the 2020/21 revenue underspend of £2.516m to balances. The Financial Services Manager answered Members questions.

DECISION

NOTED:-

- (a) the revenue balances as at 31 March 2021 as contained in Appendices 1 & 2 to the report, including movement in the allocated Reserve since the last reporting period; and**
- (b) the balance in the Capital Fund as contained in Appendix 3 to the report.**

5. CORPORATE DEBTS – WRITE OFFS IN 2020/21

5.1 There had been circulated copies of a report by the Executive Director, Finance & Regulatory as required by the Financial Regulations, the report detailed the aggregate amounts of debt written off during 2020/21 under delegated authority. The report covered

the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, Housing Benefit Overpayments and aged debt from the balance sheet and it was noted that the total value of write-offs decreased from £1.872m in 2019/20 to £0.726m in 2020/21. There were ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that may require to be written off as irrecoverable in future years and were detailed in paragraph 6.2 of the report. The Council maintained an appropriate bad debt provision to help manage these risks. It was highlighted that, within Sundry Debt, the Council continues to encounter difficulties in recovering social care debt and liquidations/sequestrations, however a decision to reduce debt recovery action during 2020/21 due to Covid 19 had resulted in lower write-offs than initially expected. The amount of Sundry Debt currently owed to the Council, and deemed to be at risk, stood at £1.05m. The Bad Debt Provision as at 31 March 2021 stood at £0.93m with an additional £0.12m to be added in 2021/22. The Council Tax debts which had been written off in 2020/21 were detailed in table 2 of the report and had been categorised by reason for the write off. The Financial Services Manager answered Members questions. It was highlighted that the impact of Covid would continue to be felt for some time and it had been a strategic decision not to pursue debt recovery during the pandemic.

DECISION

NOTED the debtor balances written off during 2020/21 under delegated authority.

6. OUR PLAN AND YOUR PART IN IT: SBC'S CORPORATE PERFORMANCE IMPROVEMENT REPORT 2020/21

There had been circulated copies of a report by the Executive Director, Corporate Improvement and Economy which presented a high level summary of Scottish Borders Council's 2020/21 performance information with more detail contained within Appendices 1 – 5 to the report. The report included reporting on the progress of change and improvement projects across Scottish Borders Council (SBC), under Fit for 2021 programme and highlighted the work undertaken during the course of the organisation's response to the Covid -19 pandemic. During 2020/21, SBC had continued to press ahead with a range of important initiatives and innovation, including the progression of a number of key projects including commencement of the Reston Station project works in March 2021 and the appointment of McLaughlin & Harvey as the Main Works contractor for the Hawick Flood Protection Scheme; the accelerated implementation of the Inspire Learning programme, with every student, from Primary 4 onwards, and teachers receiving an iPad, enabling SBC to adapt quickly to remote learning when required throughout the pandemic; the accelerated roll out of MS Teams across the entire organisation, providing a digital platform for staff to collaborate virtually online as well as enabling the vast majority of office based staff to transition to home working with minimal disruption; continued engagement with the Borderlands Inclusive Growth deal, formally signed on 18 March 2021, which would deliver multiple benefits to the Scottish Borders; d the contract with CGI for the delivery of end-to-end managed IT Services until 2040, positioning the Scottish Borders as the UK's first Smart Rural Region; Developed a group of Young People from across the Borders to become Youth Ambassadors for Sustainability. The Youth Ambassadors would focus on highlighting the climate emergency and encouraging local people to take action under the campaign **#OurPromiseToThePlanet** and an Award Winning Council, with the work on both the Inspire Learning Project and Dirtpot Corner Improvement works receiving a total of 3 National awards. Members welcomed the report and the continued improvement, highlighting the improvements in waste recycling, payment of invoices and the CAT team successes in tackling drugs.

DECISION

AGREED to:-

- (a) **Note the progress update relating to Change and Improvement Projects, referenced in Section 5 and detailed further in Appendix 2;**
- (b) **Note the changes to performance indicators outlined in Section 6 of this**

report;

- (c) **Note the performance summarised in Sections 7 and 8, and Approves the Annual Reports set out at Appendices 1, 2 and 3 and the action that is being taken within services to improve or maintain performance.**

7. **LOCAL HOUSING STRATEGY (LHS) 2017-22 YEAR 4 PROGRESS**

With reference to paragraph 6 of the Minute of 9 February 2021, there had been circulated copies of a report by the Executive Director Corporate Improvement and Economy seeking agreement of the Annual Progress Report, setting out what had been achieved in the delivery of year four of the Local Housing Strategy (LHS) 2017-22, contained in Appendix 1 of the report and approval to submit this to the Scottish Government More Homes Division. The report explained that the Housing (Scotland) Act 2001 placed a statutory requirement on local authorities to develop a Local Housing Strategy, supported by an assessment of housing need and demand. This strategy set out the strategic direction for housing investment and service delivery in the Scottish Borders for 2017-22 and was approved by Scottish Borders Council and submitted to the Scottish Government in September 2017. The report went on to explain that the Council and its partners had made good progress since the LHS was formally approved. Year four had seen some challenges as a result of the ongoing Covid-19 pandemic, however, work during 2020/21 included the delivery of 107 affordable homes, the submission of an ambitious Strategic Housing Investment Plan (2021-2026) underpinned by up to £163m of investment, implementing the second year of the Affordable Warmth and Energy Efficiency Strategy, delivering the Warm and Well Borders project and 41 major adaptations being completed in the private sector were just some of the achievements and progress made over the year. It was highlighted that Scottish Borders Council were awarded £1.34m in Energy Efficient Scotland: Area Based Scheme funding. The Covid-19 pandemic had had a significant impact on the programme's delivery, despite this it was still possible to install 100 of the planned 278 energy efficiency measures supporting over 75 households. £550,000 of the £1.34m grant allocation was drawn down over that period. For the 2020/21 programme (expected to complete in December 2021) Scottish Borders Council had been allocated over £1.7m, and this would support over 250 measures; result in over £900,000 in lifetime financial savings and save over 700 tonnes of carbon. RSL's had continued to make good progress towards the Energy Efficiency Standard for Social Housing (EESH) and the Borders Home Energy Forum celebrated its second year of operation. SBC also secured two years of funding amounting to £551,000 from National Grid's Warm Homes Fund to deliver the "Warm and Well Borders" project. Over 300 households have been supported with benefits and energy savings of £300,000 having been realised. Members welcomed the report and the positive news it conveyed given the challenges faced over the last year.

DECISION

AGREED to:-

- (a) **note the progress made in delivering on the strategic actions as set out in the appended Annual Progress Report and Monitoring and Evaluation Matrix; and**
- (b) **approve submission of the Annual Progress Report and Matrix to the Scottish Government More Homes division.**

8. **SCOTTISH BORDERS RAPID REHOUSING TRANSITION PLAN 2019-2024**

- 8.1 There had been circulated copies of a report by the Service Director- Customer and Communities which provided an update on progress with the Scottish Borders Rapid Rehousing Transition Plan 2019/2020 – 2023/2024 (RRTP) (Appendix 1), and sought endorsement of the reviewed Scottish Borders RRTP – Action Plan (Appendix 2), Integrated Impact Assessment (Appendix 3) and Funding and Activity Monitoring Return

(Appendix 4) for submission to the Scottish Government. The report explained that the Scottish Government was committed to making “radical changes to end homelessness in Scotland” and saw “Rapid Rehousing by default” as a cornerstone of this commitment. In 2018 the Scottish Government requested that all Local Authorities submit a 5- year RRTP for the period 2019/20 – 2023/24 by the end of March 2019. Development of the Scottish Borders RRTP was led by the Borders Homelessness and Health Strategic Partnership and included consultation with key partners including the Borders Housing Alliance and the Health and Social Care Integration Strategic Planning Group. The Council formally approved the Scottish Borders RRTP at its meeting on 28 March 2019 and it was submitted to the Scottish Government in March 2019. The Scottish Government had provided funding to local authorities for the development of RRTP from the ‘Ending Homelessness Together Fund’ and further detail were contained in Section 4 of the report. The RRTP Action Plan had been reviewed and updated by the Homelessness and Health Strategic Partnership, particularly in light of the impact of the pandemic, and a Funding and Activity Monitoring Return had been prepared for submission to the Scottish Government.

- 8.2 It was highlighted that there had been significant delays to progress on the RRTP, particularly in light of the impact of the pandemic, when Borders Homelessness and Health Partnership (BHHSP) members had been on the front line of the crisis and had worked closely together throughout the pandemic to ensure that tenants, customers and those at risk of homelessness continued to receive the services and support they required. Homelessness services were delivered by telephone wherever possible, however, given the vulnerable nature of many homeless households, face to face access and support was retained where required. Early actions in response to the pandemic were focused around ensuring homeless or potentially homeless households within the Scottish Borders had suitable accommodation available to them that allowed them to comply with the imposed lockdown measures. To achieve this homelessness services and RSLs worked in partnership to increase the availability of temporary homeless accommodation by 15 properties, and ensured homeless applicants had continued access to permanent accommodation and support. The report further detailed the Rapid Rehousing Transition Plan Funding, the Scottish Borders Rapid Rehousing transition plan 219/2020 – 2023/2024 and financial implications. In response to a question about the average length of tenure of homelessness accommodation, Jordan Manning advised that it had been 123 days last year and 116 days the year before.

DECISION

AGREED to:-

- (a) note the progress made with delivery of the Scottish Borders RRTP.**
- (b) approve submission of the reviewed and updated Scottish Borders RRTP Action Plan, Integrated Impact Assessment, and Funding and Activity Monitoring Return to the Scottish Government.**

9. PAY AND DISPLAY PARKING

With reference to paragraph 7 of the Minute of 18 May 2021, there had been circulated copies of a report by the Service Director Assets and Infrastructure which examined the current scope of Pay and Display operations in the Scottish Borders and proposed a number of changes to standardise these. The report provided the further information as requested by Councillors at the meeting on 18 May 2021. The report also provided feedback on the recent suspension of Pay and Display in the run up to Christmas 2020. Members welcomed the more detailed report which they were now happy to support.

DECISION

AGREED:-

- (a) to standardise the daily operational period across Pay & Display car parks at 08.30 to 17.00.**
- (b) that Pay & Display operating days be Monday to Saturday, but with the specific exceptions detailed in (c), (d) and (e) below.**
- (c) Buccleuch Street, Melrose additionally operating on a Sunday.**
- (d) St Abbs Car Park additionally operating on a Sunday.**
- (e) Edinburgh Road, Peebles operating on a Saturday only.**
- (f) to standardise tariff bands across all Pay & Display car parks as:**
 - Up to 2 hours**
 - Between 2 to 4 hours**
 - Between 4 to 6 hours**
 - Over 6 hours (in any one day)**

And that a separate daily charge for buses and coaches can still apply in those car parks that provide that facility.

- (g) to set costs for the proposed tariff bands as follows:**
 - 50p for up to 2 hours**
 - £1.50 for between 2 to 4 hours**
 - £3.00 for between 4 to 6 hours**
 - £5.00 for over 6 hours (in any one day)**
- (h) to set a standardised charge of £40 (with a reduced charge of £20 if payment is received within 10 days) across all towns for any surcharges / Excess Charges / Irregular Parking Charges that may be incurred.**
- (i) to improve signage in existing Pay & Display car parks including emphasising the ability to pay by smart phone.**

The meeting concluded at 11.35 a.m.

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**MONITORING OF THE GENERAL FUND REVENUE BUDGET
2021/22**
**Report by the Executive Director, Finance & Regulatory
EXECUTIVE COMMITTEE**

17 August 2021

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 June 2021 along with explanations of the major variances identified between projected outturn expenditure/income and the current approved budget.**
- 1.2 The Council has continued to experience impacts from the COVID-19 pandemic into the new financial year with a number of variations from budget evident at this early stage. Due to the very challenging operating environment it remains essential that the Council continues to operate as efficiently as possible to ensure that any financial implications not yet clear can be managed as the financial year progresses.
- 1.3 Forecasts have been completed at the first quarter of 2021/22 at the 30th June, projecting the Council to be in a balanced position at the financial year end. This forecast position reflects the carry forward of resources from 2020/21, and assumes that the COVID-19 reserve will be drawn down over the course of the year to meet identified financial pressures. The latest forecast includes all known pressures including loss of income, confirmed Scottish Government funding, the effects of the continued freeze on discretionary spend and assumptions around delivery of Financial Plan savings.
- 1.4 Significant confirmed funding is in place for 2021/22, along with a commitment that additional expenditure incurred through the Integration Joint Board (IJB) delivering Health & Social Care services will be funded by Scottish Government. The confirmed funding can be categorised as follows:

Confirmed Covid-19 funding – 2021/22	£m
Funding provided by Scottish Government	23.899
Funding included in the 2021/22 Financial Plan for COVID-19 response	1.654
Reserve carried forward from 2020/21 underspend	2.256
Assumed IJB funding through LMP – tbc	3.805
Total COVID-19 funding	31.614

- 1.5 The total COVID-19 funding is split between funding which has been ring-fenced to be used for a specific purpose (£13.462m) for example education recovery, IJB funding, admin funding and funding to support communities, and that which can be used more generally by the Council to address COVID-19 pressures (£18.152m). Full details of funding available are shown in Appendix 2.
- 1.6 There is likely to be an ongoing impact on the delivery of planned Financial Plan savings during 2021/22 as a result of the diversion of management time to the pandemic during 2020/21 and into 2021/22. Financial plan savings of £9.301m require to be delivered in 2021/22. An analysis of deliverability has been updated as shown in Appendix 5. Following the June month end £2.099m (22%) savings have been delivered permanently, £2.950m (32%) are profiled to be delivered by 31 March 2022 and £4.252m (46%) have been delivered on a temporary basis through alternative savings.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:-

- (a) notes the projected corporate monitoring position reported at 30 June 2021, the remaining pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1;**
- (b) notes the COVID-19 funding detailed in Appendix 2;**
- (c) approves the virements attached as Appendix 3 & 4; and**
- (d) notes the progress made in achieving Financial Plan savings in Appendix 5.**

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 June 2021.
- 3.2 The COVID-19 emergency situation, which affected the UK throughout 2020/21, has continued to cause financial implications for the Council. The pandemic has caused a major impact on delivery of public services, with major impacts on a number of Council Services. The Council played a key role in supporting Borders communities, businesses and residents during a very challenging 2020/21 and continues to do so into 2021/22. The Council has received significant financial support from Scottish Government to maintain public services during the pandemic and to administer a variety of support grants to local businesses now totalling £71m.
- 3.3 The Scottish Government has continued to take a twin track approach to providing funding for the costs of COVID-19 and is separating Health and Social Care activities delivered by the Integration Joint Board (IJB) out from impacts on other Council Services. The Council is continuing to work proactively with NHS Borders on the joint cost collection exercise for Health & Social Care costs associated with COVID-19 and will shortly be submitting the first Local Mobilisation Plan (LMP) return based on the June month end position. It is assumed that all COVID-19 related financial impacts will be funded through the LMP but that any impact of delays in delivery of financial plan savings will require to be funded by the Council. In addition the Council has received significant funding from the Scottish Government since March 2021 to support financial pressures in both 2020/21 and 2021/22. A full analysis of COVID-19 funding is provided at Appendix 2, this funding will be used to support the Council's financial position in 2021/22.
- 3.4 As well as COVID-19 financial implications, Council face a significant financial risk around the 2021/22 pay agreement which has emerged since the Financial Plan was approved in March 2021. There is no pay agreement yet in place for 2021/22, the Council budgeted for an assumed 2% increase in pay in the current year. Since the Council's budget was set in March there has been agreement for a 4% increase for NHS staff and 4.2% for Elected Members and there is now increasing pressure from Unions representing Local Government staff to deliver a higher pay award than the average 2% originally offered and budgeted for. Each 1% increase in the pay award would cause a permanent increase in the pay bill of around £1.6m per annum. The final shape of a pay deal remains to be agreed with the trade unions and there is significant pressure to ensure parity of pay across the public sector. COSLA continue to lobby Scottish Government to provide further funding to support pay agreements.
- 3.5 Analysis of the revenue budget after 3 months of the financial year forecasts a balanced year end position will be delivered assuming that the full COVID-19 reserve will require to be drawn down as the year progresses. This position reflects updates in both known COVID-19 implications and service specific issues to provide an estimated year end position. A remaining one-off COVID-19 reserve of £10.581m remains on the balance sheet to address service pressures during the remainder of the financial year.

- 3.6 The current monitoring position indicates additional expenditure and impacts on income associated with COVID-19 and service pressures of £21.033m as shown below.

Budget Pressure	£m	Comment
Additional COVID-19 costs	7.877	These additional costs are detailed per service in Appendix 1 and include additional costs such as PPE, cleaning materials and additional homecare costs and also includes the distribution of additional Scottish Government funding such as that to support families and those facing financial hardship.
Education recovery	4.969	Specific Scottish Government funding to support education recovery
IJB Local Mobilisation Plan (LMP)	3.805	Assumed funding from Scottish Government through the LMP based on commitment to fund COVID-19 costs
Delays in delivery of financial plan savings	2.040	The ongoing response has reduced management capacity to drive forward change in some cases along with the current operating models making change very challenging which has resulted in delays in delivery.
Loss of budgeted income	0.636	Income from fees & charges has been impacted during 2020/21 in services such as planning fee income, schools meals and waste income.
Service pressures	1.706	Service pressures primarily made up of net pressure in Waste (£340k), Catering (£75k), net pressure in Learning Disability service (£729k), lower than required admin charge to grants (£200k) and pressures in IT through contract renewal and server costs
Total Council pressures	21.033	

- 3.7 In order to support the Council's response to the COVID-19 pandemic funding has been made available by the Scottish Government. Full details of funding available are shown in Appendix 2. To supplement the funding from Scottish Government, CMT has again, taken decisions around discretionary spend and the impact of the current operating model to allow services to make a contribution to Council pressures. The updated total funding of £21.033m required to address current forecasts is detailed below:

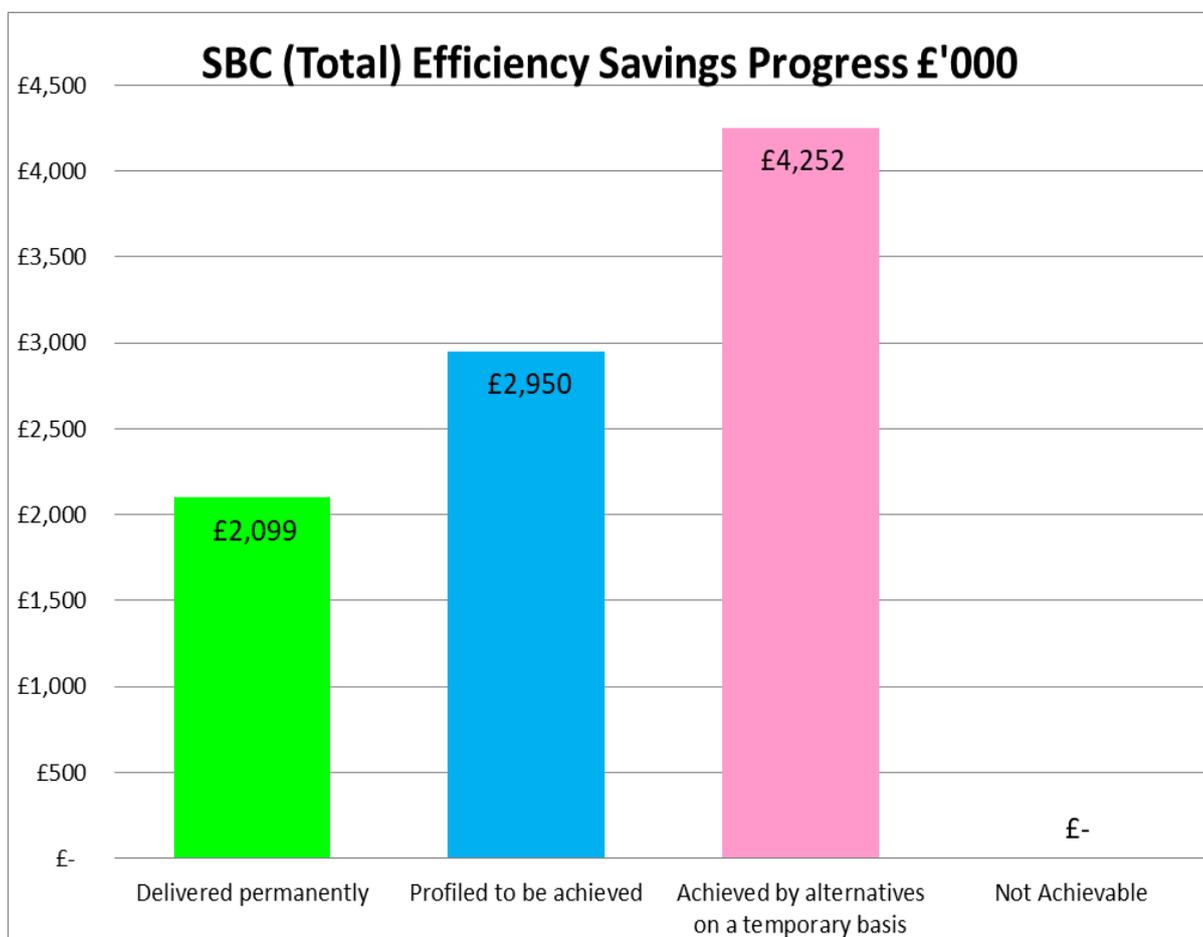
Funding	£m	Comment
Scottish Government funding (SG)	10.605	Scottish Government funding to support COVID-19 pressures.
Education recovery	4.969	Specific Scottish Government funding to support education recovery
IJB Local Mobilisation Plan (LMP)	3.805	Assumed funding from Scottish Government for IJB pressures from COVID-19 reflecting reporting through the Local Mobilisation Plan (LMP).
Council 2021/22 Financial Plan	1.654	Budget allocated through the 2021/22 Financial Plan to support COVID-19 response and recovery.
Council COVID-19 revenue funding	21.033	

- 3.8 The following management action will be undertaken during the remainder of the financial year with the aim of containing any pressures yet to emerge. Updates on the progress of this management action will continue to be presented to the Executive Committee on a quarterly basis as part of the monitoring process:

- Contain additional costs wherever possible;
- Maximise income opportunities for the Council;
- Continue the current freeze on discretionary spend to release further service budgets to contribute to the COVID-19 reserve;
- Consider wherever possible how savings can be accelerated from 2022/23 into 2021/22 to support the financial position in the current year;
- Continue engagement with COSLA to ensure the Council is fully aware and engaged in any discussions on any further Scottish Government funding.

- 3.9 It should be noted that any budget shortfall at 31 March 2022 will require to be funded from reserves at year end.

- 3.10 There is likely to be an ongoing impact on the delivery of planned Financial Plan savings during 2021/22 as a result of the diversion of management time to the pandemic during 2020/21 and into 2021/22. The level of savings required by the financial plan in 2021/22 totals £9.301m. An analysis of delivery of savings as at the end of month 3 is provided in Appendix 4. This analysis shows that following the June month end £2.099m (22%) savings have been delivered permanently, £2.950m (32%) are profiled to be delivered by 31 March 2022 and £4.252m (46%) have been delivered on a temporary basis through alternative savings.



3.11 CMT are placing significant emphasis on ensuring the £2.950m which is profiled to be delivered by 31 March 2022 is progressed and delivered as soon as possible. Work has also commenced to ensure that permanent plans are in place for the £4.252m delivered temporarily in 2021/22 to ensure permanent full year delivery in 2022/23.

3.12 **Assets & Infrastructure**

Asset and Infrastructure continue to experience significant COVID-19 related pressures primarily through loss of income and additional costs including vehicle hire and agency staff to support the waste service, bus subsidy pressures from reduced passengers and additional PPE/cleaning materials. These pressures have been partially offset by re-prioritisation of service budgets with the balance being funded corporately from the COVID-19 reserve. In addition there are service related pressures, some of which are being addressed within the service from available budgets, with a balanced position being achieved following virements from across the Council.

3.13 **Health & Social Care**

Health and Social Care has a balanced position against plan at the end of quarter one after the proposed virements have been actioned. There are further COVID pressures funded via the Local Mobilisation Plan (LMP) and the COVID-19 reserve for non-delivery of savings in Learning Disability and additional staffing requirements. The first LMP claim will total £3.805m. The main areas of service pressures are within Learning Disability and Generic Services where care package costs have again increased above budget. Reviews of the costs of care packages to ensure these are appropriate to the needs of clients, remains a priority action for management.

3.14 **Young People Engagement & Inclusion**

The service is projecting a balanced position at the end of June 2021. COVID-19 grant funding was utilised appropriately to ensure young people were supported as they returned to full time face to face schooling in the summer term. All nine secondary schools ran Easter Schools in order help senior pupils prepare for their assessments. The majority of the 2021/22 COVID grant funding relating to staff has been used to engage teachers for the 2021/22 academic session to reduce the attainment gap and to accelerate the Inspire Learning programme; grant funding uncommitted at the end of June will be used as the need is identified. Work continues to put plans in place to deliver the required Financial Plan savings on a permanent basis.

3.15 **Customer & Communities**

Customer and Communities presents a balanced position against plan at the end of quarter one after the proposed virements have been actioned. Additional COVID funding has been provided to support communities through the Financial Hardship funding. £292k pressures from continued demand on the Council Tax Reduction Scheme are being addressed. Staffing pressures have been managed within the Service from staff turnover and reallocation between services.

3.16 **Finance & Regulatory Services**

Financial pressures are being experienced in respect of the challenges around delivery of the corporate Commissioning and Contract Management Financial Plan savings and increased costs in respect of IT and telephony to support large numbers of staff across the Council working from home as a result of COVID-19 response. Timing movements in the capital programme have resulted in a saving in loans charges. Midlothian Council have now set out a model for corporate risk management which excludes the possibility of a shared risk service with SBC. Work to explore this potential efficiency has now ceased.

3.17 **Human Resources**

The service has addressed a small pressure from within existing service budgets. Additional income and staff turnover savings are being re-allocated to address pressures elsewhere in the Council.

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 2021/22.

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 2021/22 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 **Integrated Impact Assessment**

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 Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

David Robertson

Signature

Executive Director, Finance & Regulatory

Author(s)

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Background Papers:

Previous Minute Reference:

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**MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL 2021/22
SUMMARY**
AT END OF MONTH: Jun-21


	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
Asset & Infrastructure	44,885	9,606	48,035	47,067	968	(968)	0	Balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Health & Social Care	76,773	6,956	76,802	78,287	(1,485)	1,485	0	Balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Young People Engagement & Inclusion	96,863	27,138	104,054	105,278	(1,225)	1,225	0	Significant Covid funding is being utilised to engage additional teachers and support staff for the 2021/22 academic year as well as to accelerate the Inspire program roll out. A balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Customer & Communities	22,459	10,163	24,667	24,937	(270)	270	0	Pressures in Housing Benefit and Council Tax Reduction Scheme. Balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Finance & Regulatory Services	43,872	8,899	46,861	44,307	2,554	(2,554)	0	The COVID-19 reserve is held within Finance reflecting corporate COVID-19 costs and additional Scottish Government funding to be allocated to services. Balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Human Resources	6,905	1,526	7,035	7,135	(100)	100	0	Small pressure within the service being managed within, additional income and staff turnover savings being reallocated to address other service and COVID-19 pressures. Balanced position is forecast following virements to reflect latest expenditure and income forecasts across the Council.
Total	291,757	64,287	307,453	307,011	442	(442)	0	
Financed by:								
Revenue Support Grant	(190,186)	(45,642)	(197,089)	(199,829)	2,740	(2,740)	0	Additional funding confirmed for i) Covid-19 (£2.145m), including learning needs of children and young people; ii) Pupil Equity Fund in relation to a 15% pupil premium (£281k); iii) increase in Clothing & Footwear Grant (£245k); and iv) free music tuition (£69k).
Non-Domestic Rates	(33,571)	(6,154)	(26,668)	(26,668)	0	0	0	
Council Tax	(65,261)	(66,698)	(65,261)	(65,261)	0	0	0	
Second Homes Council Tax	(1,177)	0	(1,177)	(1,040)	(137)	137	0	Reduction in projected income through Second Homes Council Tax.
Capital Financed from Current Revenue	0	0	0	267	(267)	267	0	Capitalise available revenue budget to fund waste containers (£9k) and the purchase of curricular laptops to address Windows 10 requirements (£258k).
Reserves:								
Earmarked Balances from 2020/21	(1,562)	(16,695)	(17,258)	(17,258)	0	0	0	
Earmarked Balances for future years	0	0	0	3,037	(3,037)	3,037	0	To earmark Second Homes Council Tax budget into 2021/22 to support future investment in affordable housing.
Transfers to/from Reserves	0	0	0	(260)	260	(260)	0	Drawdown from unallocated reserves as per 2020/21 outturn report - i) temporary units at Peebles HS (£170k); and ii) recently announced increased insurance premiums (£90k).
Total	(291,757)	(135,189)	(307,453)	(307,011)	(442)	442	0	

Asset & Infrastructure	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
Property	12,601	937	12,530	12,773	(244)	244	0	
Property Management Services	13,115	1,788	13,035	13,233	(198)	198	0	Permanent virement to reflect transfer of Employment Infrastructure from Economic Development wef 1 September 2021 (£18k). Peebles High school pressure relating to temporary classrooms (£180k), partially funded from the unallocated reserve (£170k).
Estates Management Services	476	84	482	482	0		0	
Commercial Property Income	(1,264)	(997)	(1,264)	(1,243)	(21)	21	0	Commercial rents pressure as a result of reduced occupancy
Architects	126	90	126	126	0		0	
Major Projects	148	(27)	151	176	(25)	25	0	Additional staffing costs
Facilities	5,470	1,069	5,306	6,025	(719)	719	0	
Catering Services	756	(75)	758	1,042	(284)	284	0	Covid pressure relating to canteen & events catering (£210k). Net service pressure of £74k made up from a reduction in Schools & Nurseries income (£85k), increased cost of food (£144k) partially offset by reduced employee costs (£129k), conference expenses (£11k), equipment (£10k) & marketing & licences (£5k).
Cleaning & Facilities Management	4,714	1,145	4,548	4,983	(435)	435	0	Financial Plan savings not deliverable due to Covid (£261k). £85k Covid pressure relating to Galashiels Transport Interchange income partially offset by other available budgets within the Interchange (£68k) net pressure £17k. An additional Covid pressure relating to materials & PPE is now expected (£107k). External income pressure (£82k) also due to Covid is being partially offset through vacancy savings £54k. Equipment pressure (£33k) is being partially offset by various underspends (£11k)
Parks & Environment	4,359	830	4,367	4,367	0	0	0	
								Covid pressures relating to reduced toilet income (£63.5k) and expenditure relating to supply of bins in car parks where the restrictions on overnight parking for motor homes has been lifted temporarily (£1k) is being offset by reduced expenditure relating to employee costs £32k, Third Party Payments £19k, vehicles £13.5k, supplies & Services (£3k) & toilets cash collecting services (£8k). Service pressure relating to burials (£11k) is also being reported.
Roads & Infrastructure	9,658	4,211	9,881	9,901	(20)	20	0	
Network & Infrastructure Asset Management	9,841	2,182	9,893	9,893	0		0	
SBCContracts	(701)	1,473	(701)	(701)	0		0	Balanced position forecast however risk around material price increases, longer lead times, potential shortage of required materials and reduced availability of skilled contractors. This will continue to be closely monitored.
Engineers	856	164	857	857	0		0	
Fleet Management Services	(338)	394	(338)	(318)	(20)	20	0	External income pressure (£20k).

Asset & Infrastructure	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
Pay Parking	0	(3)	170	170	0		0	
Waste Management Services	9,003	1,776	9,001	9,700	(699)	699	0	Transfer of additional income from Democratic Services for the purchase of household bins (£9k). Covid pressures including hired vehicles (£36k), Agency (£150k), trade waste income (£118k), dry mixed recycle (£14k) and glass (£50k). Pressures relating to reduced gas income (£90.5k), increased cost for dry mixed recycle (£400k), increased residual waste cost (£119k), other waste treatment costs (£35k) (including wood, green waste, food & rubble) and reduced income from sale of waste material (£28k) partially offset by savings in staffing (£207k), premises related (£26k), Supplies & Services (£70k) and third party payments (£39k).
Passenger Transport	1,678	474	1,852	1,961	(109)	109	0	Covid related pressures include Bus Subsidies from reduced passengers (£62k), reduced external income (£9k), vaccine travel expenses (£1.5k), Route Planning software subscription (£19.5k) and reduced income relating to Schollars passes (£26k). Service savings in staffing costs (£19k) is partially offset by reduced income (£10k).
Planning Services	889	(23)	977	1,427	(450)	450	0	Estimated impact of Covid-19 on planning and building standards fee income. Forecast based on data for first quarter of 2021/22. Should pattern continue, we anticipate a pressure of £421k at this time. The situation is highly volatile and the service will continue to monitor this budget closely on a monthly basis and revise any forecast as the year unfolds. Permanent virement to reflect staffing structural changes wef 1 September 2021 (£79k)
Housing Strategy & Services	1,227	330	4,121	913	3,208	(3,208)	0	Reduction in projected income through Second Homes Council Tax (£137k). Release of Financial Plan pressure no longer required (£34k). To earmark 2nd Homes Council Tax into 22/23 (£3.037m) to support future investment in affordable housing.
Total	44,885	9,606	48,035	47,067	968	(968)	0	

Key Highlights, Challenges and Risks

Significant Covid-19 pressures reported across the Asset and Infrastructure Department which are being funded from the Covid reserve. Construction materials supply chain has been subject to unprecedented disruption in recent months. A surge in demand coupled with constraints on supply has led to price increases, shortages and longer lead times. This is a risk for the department but in particular for Roads & Infrastructure and Property and will continue to be monitored closely.

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	192	35	190	196	(6)	6	0	
Children & Families Social Work	14,807	2,503	15,059	15,059	0		0	
Adult Protection	411	69	422	517	(95)	95	0	Proposed virement includes the transfer of Corporate Covid-19 reserves to address staffing and training cost pressures in the service
Emergency Duty Team	317	81	317	341	(24)	24	0	Additional staffing costs associated with long term absence of Service Manager
Business Support - Staff Development	0	0	0	0	0		0	
Quality Improvement	65	17	68	323	(255)	255	0	Proposed virement includes the permanent transfer of five Mental health Officers from the Joint Mental Health service in line with service management arrangements
Services in Criminal Justice System	1	(27)	(27)	(27)	0		0	
Safer Communities	1,229	49	1,294	1,306	(12)	12	0	Proposed virement reflects confirmed additional Scottish Government funding to support collaborative working across Community Justice Partnerships.
Older People	9,880	(6,723)	9,157	8,829	328	(328)	0	Proposed virement includes a transfer of available ECH care provision budget to the Joint Mental Health service to address confirmed pressures. Service underspends resulting from higher than anticipated Self Directed Support - Direct Payment funds clawback £171k as well as lower than anticipated locality based community care and residential care costs (£157k)
Joint Learning Disability	16,122	3,783	16,775	18,355	(1,580)	1,580	0	Proposed virement includes the transfer of £780k from Corporate Covid-19 reserves in relation to undeliverable service savings in the current year due to the pandemic as well as the transfer of £70k from underspends within the SB Cares Day Centre provision in order to temporarily meet remaining savings target. All forecast Covid-19 related pressures assumed to be funded through Scottish Government Local Mobilisation Plan. Remaining pressure of £729k relates to new and increasing client care package costs, including clients transitioning from Children's Services
Joint Mental Health	2,196	475	2,177	2,007	170	(170)	0	Proposed virement includes the transfer of five Mental Health Officers to the Quality Improvement Service in line with current management arrangements as well as budget transfer from Older People's service to off-set confirmed pressures
People with Physical Disabilities	2,734	682	2,499	2,499	(0)	0	0	The service is currently forecasting pressures in relation to increased client care costs. These are being investigated and are anticipated to be brought in line with budget before the year end.
SB Cares	16,924	4,303	16,425	16,411	14	(14)	0	Proposed virement includes the transfer of budget to Customer Advice & Support Services in relation to Community equipment Store telephone costs (£4k), the transfer of budget available in Day Centres to fund remaining Day Centre savings in the Joint Learning Disability service (£70k) and the transfer of Corporate Covid-19 reserve budget into SB Cares to fund continued Transformation and Covid-19 response work - £60k.
Generic Services	6,339	255	6,937	6,911	26	(26)	0	Various underspends in locality based services amounting to £26k.

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
Cultural Services	3,506	94	3,461	3,461	0		0	
Sports Services	1,957	1,379	1,957	2,007	(50)	50	0	Transfer budget from Loan Charges to fund depreciation and interest charges for sports pitches (£50k).
Total	76,680	6,976	76,711	78,196	(1,485)	1,485	0	

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	93	(20)	91	91	0	0	0	
Total	93	(20)	91	91	0	0	0	

Key Highlights, Challenges and Risks

There is a balanced Service position following all the required virements. The service continues to experience additional COVID pressures which are funded from the Council reserves and through the LMP addressing challenges mainly due to demand and staffing requirements.

Young People Engagement & Inclusion	Base Budget (£'000)	Actual to Date (£'000)	Revised Budget (£'000)	Projected Outturn (£'000)	Outturn Variance (£'000)	Proposed Virement (£'000)	Projected (over)/under spend	Summary Financial Commentary
Early Years	6,045	3,398	7,931	7,932	(1)	1	0	Continuing Professional Development (CPD) budget devolved from Central Schools for teacher training £1k.
Primary Schools	29,311	7,516	29,741	31,375	(1,634)	1,634	0	2021/22 Pupil Equity Funding (PEF) including additional 15% pupil premium £1,600k . CPD budget devolved from Central Schools for teacher training £34k.
Secondary Schools	39,864	11,566	40,603	41,395	(792)	792	0	2021/22 PEF including additional 15% pupil premium £557k. CPD budget devolved from Central Schools for teacher training £30k. Probationer budget devolved from Central Schools for the 2021 summer term £205k.
Additional Support Needs	11,571	2,587	11,760	11,767	(7)	7	0	CPD budget devolved from Central Schools for teacher training £7k.
Educational Psychology	704	171	697	697	0	0	0	
Central Schools	3,222	366	7,176	5,967	1,209	(1,209)	0	Reallocation of budget to Central Schools to continue support for the Inspire Learning Academy £82k. Allocate 2021/22 PEF to Primary and Secondary schools including additional 15% pupil premium (£2,157k). Devolve CPD budget to Early Years, Primary Schools, Secondary Schools and Additional Support Needs in relation to Teachers training (£72k). Devolving probationer budgets to Secondary Schools for the 2021 summer term (£205k). Gross up additional RSG funding re PEF (15% pupil premium) £281k. Gross up increase in Clothing & Footwear Grant £245k, Free Music Tuition funding £69k and SBC share of £60m Education Recovery Funding £1,199k. Roll out of additional iPads to Primary 4/5 ahead of schedule (£651k).
School Meals	1,756	695	1,756	1,756	0	0	0	
School Transport	3,442	589	3,442	3,442	0	0	0	
Community Learning & Development	948	250	947	947	0	0	0	
Total	96,863	27,138	104,054	105,278	(1,225)	1,225	0	

Key Highlights Challenges & Risks

There is a balanced service provision following all required virements. Education related Covid funding from Scottish Government is being used within the service to cover any additional pressures that arise due to Covid.

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
Assessor & Electoral Registration Services	856	198	920	920	0		0	
Business Support	5,160	1,237	5,208	5,208	0		0	Transfer subscription budget for IHS Global to Asset & Infrastructure wef 1 April 2022 (£29k).
Community Planning & Engagement	142	(336)	383	429	(47)	47	0	Available staffing budget to be vired from Business Change to fund interim staff structure (£47k).
Localities/Community Fund	1,221	386	1,806	1,806	0		0	
Customer Advice & Support Services	3,208	823	3,802	3,816	(14)	14	0	Additional Scottish Welfare Fund (SWF) administration funding transferred from SWF (£10k). Transfer budget from SB Cares for providing telephony support for the Community Equipment Store (£4k).
Democratic Services	1,704	589	1,731	1,747	(16)	16	0	Transfer additional income, as agreed, for street naming & numbering to Waste Services for the purchase of waste containers (£9k). Staffing pressure as a result of 2021/22 Members pay award (£25k).
Business Change & Programme Management	1,211	292	1,210	1,087	123	(123)	0	Additional staff turnover savings to be used to fund increased transformational expenditure in 21/22 (£76k) and interim staffing pressure within Community Planning (£47k).
Economic Development	1,400	471	1,848	1,859	(11)	11	0	Permanent virement to reflect staffing structural changes, including the transfer of Employment Infrastructure to Asset & Infrastructure, wef 1 September 2021.
Discretionary Housing Payments	733	16	733	733	0		0	
Housing Benefits	623	285	623	647	(24)	24	0	Forecast assumes net spend of £790k less overpayments recovered £143k.
Non Domestic Rates Relief	201	201	201	201	0		0	
Scottish Welfare Fund	596	140	794	784	10	(10)	0	Transfer additional administration budget to Customer Advice & Support Services (£10k).
Council Tax Reduction Scheme	5,407	5,860	5,407	5,699	(292)	292	0	Potential pressure projected due to continued demand on Scheme. Forecast reflects view of the continuing month on month reduction and improving outlook.
Total	22,459	10,163	24,667	24,937	(270)	270	0	

Key Highlights, Challenges & Risks

There is a balanced position for the Service after the required virements. There are additional COVID impacts that will be funded from the Council reserves with the main pressure around the Council Tax Reduction scheme.

Finance and 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
Covid-19 Reserve Fund	7,300	4,090	6,722	1,911	4,811	(4,811)	0	
Corporate	(1,581)	0	19	1,219	(1,200)	1,200	0	Projected shortfall in grants administration recharge based on current external funding opportunities (£200k) after delivery of £300k of savings. Delays in the delivery of the corporate Commissioning and Contract Management Financial Plan saving (£1m).
Chief Executive	191	74	188	188	0		0	
Corporate Policy	348	(133)	350	260	90	(90)	0	Permanent virement to reflect staffing structural changes wef 1 September 2021 (£90k).
Emergency Planning	132	56	133	159	(26)	26	0	Staffing pressure partly due to Covid-19.
Finance	4,322	257	4,418	4,516	(98)	98	0	Overtime pressure as a result of Covid-19 (£8k). Drawdown from unallocated reserve to fund recently announced increase in insurance premiums (£90k).
Information Technology	11,435	2,598	13,191	14,467	(1,275)	1,275	0	Change in accounting treatment of Business World licensing beyond initial implementation (£176k). Reallocation of budget to Central Schools to support Inspire Learning Academy (£82k). Rise in service charge due to increased use of compute storage platforms (£480k) and telephony pressure as a result of increased mobile and telephone usage (£50k). Increase to revenue budget to provide for iPads purchased through Transformation £34m fund (£651k).
Legal Services	742	227	740	740	0		0	
Protective Services	1,616	392	1,613	1,613	0		0	
Audit & Risk	339	104	338	360	(22)	22	0	Implementation of risk shared service with Midlothian Council now not possible (£22k). Their management restructure sets out staff resourcing for corporate risk management in a different model.
Loan Charges	19,466	1,109	19,586	19,312	274	(274)	0	Reduced borrowing requirement due to timing movements in the capital programme based on June projections (£274k).
Provision for Bad Debts	125	125	125	125	0		0	
Recharge to Non-General Fund	(563)	0	(563)	(563)	0		0	
Total	43,872	8,899	46,861	44,307	2,554	(2,554)	0	

Key Highlights, Challenges & Risks

The COVID-19 reserve is held within Finance reflecting corporate COVID-19 costs and additional Scottish Government funding to be allocated to services. The unallocated balance in the COVID-19 reserve at the end of June 2021 is £10.581m.

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	4,726	1,058	4,785	4,807	(22)	22	0	Equal pay pressure (£22k).
Early Retiral/Voluntary Severance	67	0	67	67	0		0	
Corporate Transformation	790	191	860	937	(77)	77	0	Available budget transferred from Business Change to fund additional transformational spend anticipated for 2021/22.
Employment Support Service	383	55	369	338	31	(31)	0	Skills Development Scotland income (£27k) and additional staff turnover savings (£4k).
Communications & Marketing	505	119	520	520	0		0	
Business Planning Performance & Policy Development	433	103	434	466	(32)	32	0	Permanent virement to reflect staffing structural changes wef 1 September 2021.
Total	6,905	1,526	7,035	7,135	(100)	100	0	

Key Highlights, Challenges & Risks

The service has addressed a small pressure from within existing service budgets. Additional income and staff turnover savings are being re-allocated to address pressures elsewhere in the Council.

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Details	Amount
General Administration funding (Leaders Nov)	406,000
Administration of £100 COVID Spring Hardship payment	5,585
Administration of COVID-19 Business Support: Large Self Catering, Exclusive Use Properties and Bed & Breakfast Establishments paying Council Tax	330,000
Food Insecurity	177,550
Financial Insecurity	330,000
Children & young people's mental health (pandemic grant £246,750; framework grant £82,250)	329,000
Safe schools return (Logistics)	1,772,000
Education Recovery (additional staff, family support, digital)	955,000
Additional funding to cover continued education recovery	1,032,000
Lost income scheme	1,416,569
Financial Insecurity Fund (balance)	54,925
Spring Hardship Payment	259,518
Discretionary Fund (balance)	900,296
Tackling Child Poverty Fund - Parental Employability Support Fund (PESF) Boost	114,000
20/21 COVID RSG payment	111,000
Self-Isolation Assistance Service - extension	41,895
Additional £15m flexible funding for Level 4	330,000
To support Covid-19 pressures including lost income (20/21)	4,999,000
Test & Protect - local self-isolation assistance service funding to 11/1/21	13,000
Test & Protect - support for people extension to 11/1/21	48,000
Share of £400k for admin of hardship grants	5,585
EH & TS Covid-19 officers	38,000
SG education logistics funding (share of £20m)	506,000
SG consequentials funding (share of £49m)	195,520
20/21 underspend (within Reserves)	2,256,000
COVID-19 funding - SBC share of £259m national one-off funding	5,757,000
COVID-19 Funding	889,000
Learning needs of children and young people	1,199,000
Low Income Pandemic Payment	1,163,500
Family Pandemic Payment	356,320
Low Income Pandemic Payment - admin	69,085
Family Pandemic Payment - admin	12,252
Additional cleaning staff, materials & PPE	520,000
Private Sector Housing Grants admin fee	2,000
Personal Protective Equipment (PPE)	480,000
Community Equipment Store	50,000
Wipes in Secondary schools	520,000
Masks in schools	28,000
Funding for Environmental Health Officers	54,000
Admin. for self-isolation grants	19,700
Self-isolation support 2020/21	62,673
Assumed IJB funding through the LMP	3,805,000

31,613,973

Ringfenced				Flexible	Assumed IJB funding through LMP	2021/22 Financial Plan
Admin.	Education Recovery	Individuals/Families/Communities	Self Isolation/Test & Protect			
406,000						
5,585						
330,000						
		177,550				
		330,000				
		329,000				
	1,772,000					
	955,000					
	1,032,000					
				1,416,569		
		54,925				
		259,518				
		900,296				
		114,000				
				111,000		
			41,895			
				330,000		
				4,999,000		
			13,000			
			48,000			
5,585						
				38,000		
				506,000		
				195,520		
				2,256,000		
				5,757,000		
				889,000		
	1,199,000					
		1,163,500				
		356,320				
69,085						
12,252						
						520,000
						2,000
						480,000
						50,000
						520,000
						28,000
						54,000
19,700						
			62,673			
					3,805,000	

848,207

4,958,000

3,685,109

165,568

16,498,089

3,805,000

1,654,000

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Budget Virement Requirement

Corporate

No. of Virements 1

1 Virement is required from

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Covid-19 Reserve Fund	£	£	£
Budget Head	Third Party Payments	(5,756,500)	0	0

Department	Human Resources	2021/22	2022/23	2023/24
Service	Employment Support Service	£	£	£
Budget Head	Employee Costs	(4,000)	0	0
	Income	(5,000)	0	0

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(176,000)	0	0

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Housing Strategy & Services	£	£	£
Budget Head	Third Party Payments	(34,000)	0	0

Total		(5,975,500)	0	0
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To

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Safer Communities	£	£	£
Budget Head	Third Party Payments	12,500	0	0

Service	Joint Learning Disability	£	£	£
Budget Head	Third Party Payments	1,273,000	0	0

Service	SB Cares	£	£	£
Budget Head	Third Party Payments	60,000	0	0

Service	Adult Protection	£	£	£
Budget Head	Employee Costs	93,000	0	0

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Corporate	£	£	£
Budget Head	Supplies & Services	1,000,000	0	0
	Income	200,000	0	0

Service	Finance	£	£	£
Budget Head	Employee Costs	8,000	0	0

Service	Information Technology	£	£	£
Budget Head	Supplies & Services	484,000	0	0
	Third Party Payments	480,000	0	0

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Democratic Services	£	£	£
Budget Head	Employee Costs	25,000	0	0

Service	Housing Benefits	£	£	£
Budget Head	Transfer Payments	24,000	0	0

Service	Council Tax Reduction Scheme	£	£	£
Budget Head	Transfer Payments	292,000	0	0

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Property Management Services	£	£	£
Budget Head	Third Party Payments	10,000	0	0
Service	Commercial Property Income	£	£	£
Budget Head	Income	21,000	0	0
Service	Major Projects	£	£	£
Budget Head	Employee Related Expenses	25,000	0	0
Service	Catering Services	£	£	£
Budget Head	Income	284,000	0	0
Service	Cleaning & Facilities Management	£	£	£
Budget Head	Supplies & Services	435,000	0	0
Service	Fleet Management Services	£	£	£
Budget Head	Income	20,000	0	0
Service	Waste Management Services	£	£	£
Budget Head	Third Party Payments	618,000	0	0
Budget Head	Employee Related Expenses	81,000	0	0
Service	Passenger Transport	£	£	£
Budget Head	Income	88,000	0	0
Budget Head	Supplies & Services	19,500	0	0
Budget Head	Transport Related Expenditure	1,500	0	0
Service	Planning Services	£	£	£
Budget Head	Income	421,000	0	0
	Total	5,975,500	0	0

Because

Reallocation of budgets across Council services to address service and COVID-19 pressures.
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Budget Virement Requirement

Asset & Infrastructure

No. of Virements 1

1 Virement is required from

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Waste Services	£	£	£
Budget Head	Third Party Payments	(9,000)	0	0

To

Department	Financed by	2021/22	2022/23	2023/24
Service	Capital Financed from Current Revenue	£	£	£
Budget Head	Capital Financing Costs	9,000	0	0

Because

Capitalise revenue budget to part fund waste containers for new builds.

Budget Virement Requirement

Health & Social Care

No. of Virements 5

1 Virement is required from

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	SB Cares	£	£	£
Budget Head	Employee Costs	(4,000)	0	0

To

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Customer Advice & Support Services	£	£	£
Budget Head	Income	4,000	0	0

Because

Transfer budget to Customer Services for providing telephony support for the Community Equipment Store.

2 Virement is required from

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Joint Mental Health	£	£	£
Budget Head	Employee Costs	(249,814)	(249,814)	(249,814)

To

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Quality Improvement	£	£	£
Budget Head	Employee Costs	249,814	249,814	249,814

Because

Permanent transfer of 5 Mental Health Officer posts from the Joint Mental Health service to Quality Improvement in line with line management arrangements

3 Virement is required from

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	SB Cares	£	£	£
Budget Head	Employee Costs	(70,000)	0	0

To

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Joint Learning Disability	£	£	£
Budget Head	Third Party Payments	70,000	0	0

Because

In year transfer of budget available in SB Cares through service underspends in Day Centre operations to the Joint Learning Disability service to temporarily off-set remaining Day Centre savings target

4 Virement is required from

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Older People	£	£	£
Budget Head	Third Party Payments	(80,000)	0	0

To

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Joint Mental Health	£	£	£
Budget Head	Employee Costs	80,000	0	0

Because

Temporary transfer of budget available in Extra Care housing care provision to the Joint Mental Health service to address confirmed budget pressures
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5 Virement is required from

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Older People	£	£	£
Budget Head	Transfer Payments	(248,000)	0	0

Service	Generic Services	£	£	£
Budget Head	Third Party Payments	(26,000)	0	0

Total		(274,000)	0	0
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To

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Child Protection	£	£	£
Budget Head	Employee Costs	6,000	0	0

Service	Adult Protection	£	£	£
Budget Head	Supplies & Services	2,000	0	0

Service	Emergency Duty Team	£	£	£
Budget Head	Employee Costs	24,000	0	0

Service	Quality Improvement	£	£	£
Budget Head	Employee Costs	5,000	0	0

Service	Joint Learning Disability	£	£	£
Budget Head	Third Party Payments	237,000	0	0

Total		274,000	0	0
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Because

In year transfer of budget to absorb various overspends and underspends.
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Budget Virement Requirement Young People Engagement & Inclusion No. of Virements 4

1 Virement is required from

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	(2,157,430)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Primary Schools	£	£	£
Budget Head	Supplies & Services	1,599,897	0	0

Service	Secondary Schools	£	£	£
Budget Head	Supplies & Services	557,533	0	0

Total		2,157,430	0	0
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Because

To allocate 2021/22 Pupil Equity Funding (PEF) to Primary and Secondary schools including additional 15% pupil premium.

2 Virement is required from

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(71,584)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Early Years	£	£	£
Budget Head	Employee Costs	1,259	0	0

Service	Primary Schools	£	£	£
Budget Head	Employee Costs	33,820	0	0

Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	29,688	0	0

Service	Additional Support Needs	£	£	£
Budget Head	Employee Costs	6,817	0	0

Total		71,584	0	0
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Because

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

3 Virement is required from

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Employee Costs	(204,091)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Secondary Schools	£	£	£
Budget Head	Employee Costs	204,901	0	0

Because

To devolve budgets to Secondary Schools to reflect probationer funding including preference waiver fees for the 2021 summer term.

4 Virement is required from

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Education Recovery	(651,254)	0	0

To

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	651,254	0	0

Because

Roll out of additional iPads to Primary 4/5 ahead of schedule

Budget Virement Requirement

Customer & Communities

No. of Virements 5

1 Virement is required from

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Business Change and Programme Management	£	£	£
Budget Head	Employee Costs	(123,416)	(46,608)	(46,608)

To

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Community Planning & Engagement	£	£	£
Budget Head	Employee Costs	46,608	46,608	46,608

Department	Human Resources	2021/22	2022/23	2023/24
Service	Corporate Transformation	£	£	£
Budget Head	Third Party Payments	76,808	0	0

Total		123,416	46,608	46,608
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Because

Transfer additional in-year staff turnover savings to fund increased transformational expenditure anticipated for 21/22 (£77k). Reallocation of permanent staffing budget to support extension of temporary Locality Development Officer position and impending restructure (£47k).

2 Virement is required from

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Business Support	£	£	£
Budget Head	Supplies & Services	0	(29,000)	(29,000)

To

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Engineers	£	£	£
Budget Head	Supplies & Services	0	29,000	29,000

Because

Transfer subscription budget for IHS Global to Asset & Infrastructure wef 1 April 2022 (£29k).

3 Virement is required from

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Scottish Welfare Fund	£	£	£
Budget Head	Transfer Payments	(9,744)	(9,744)	(9,744)

To

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Customer Advice & Support Services	£	£	£
Budget Head	Employee Costs	9,744	9,744	9,744

Because

Transfer additional administration budget to Customer Advice & Support Services (£10k).

4 Virement is required from

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Democratic Services	£	£	£
Budget Head	Income	(9,000)	(9,000)	(9,000)

To

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Waste Management Services	£	£	£
Budget Head	Supplies & Services	9,000	9,000	9,000

Because

Transfer additional income received, as per approved Committee report, for street naming & numbering (£9k) to Waste to fund the purchase of additional household bins.

5 Virement is required from

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Economic Development	£	£	£
Budget Head	Employee Costs	(55,451)	(95,059)	(95,059)
	Premises Related Expenditure	(5,000)	(5,000)	(5,000)
	Supplies & Services	(350)	(350)	(350)
	Third Party Payments	(21,015)	(21,015)	(21,015)
	Income	34,935	34,935	34,935

Total		(46,881)	(86,489)	(86,489)
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To

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Property Management Services	£	£	£
Budget Head	Employee Costs	26,864	46,053	46,053
	Premises Related Expenditure	5,000	5,000	5,000
	Supplies & Services	350	350	350
	Third Party Payments	21,015	21,015	21,015
	Income	(34,935)	(34,935)	(34,935)

Service	Planning Services	£	£	£
Budget Head	Employee Costs	28,587	49,006	49,006

Total		46,881	86,489	86,489
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Because

Permanent virement to reflect staffing structural changes including the transfer of Employment Infrastructure to Asset & Infrastructure, all wef 1 September 2021.

Budget Virement Requirement

Finance & Regulatory Services

No. of Virements 4

1 Virement is required from

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Corporate Policy	£	£	£
Budget Head	Employee Costs	(90,218)	(143,637)	(143,637)

To

Department	Customer & Communities	2021/22	2022/23	2023/24
Service	Economic Development	£	£	£
Budget Head	Employee Costs	43,000	73,714	73,714
	Third Party Payments	15,430	15,430	15,430

Department	Human Resources	2021/22	2022/23	2023/24
Service	Business Planning Performance & Policy Development	£	£	£
Budget Head	Employee Costs	31,788	54,493	54,493

Total		90,218	143,637	143,637
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Because

Transfer permanent budget to reflect staffing structural changes wef 1 September 2021 (£90k).

2 Virement is required from

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Information Technology	£	£	£
Budget Head	Third Party Payments	(81,621)	(108,828)	(108,828)

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Employee Costs	81,621	108,828	108,828

Because

Reallocation of budget to continue support for Inspire Learning Academy (£82k).

3 Virement is required from

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Loan Charges	£	£	£
Budget Head	Capital Financing Costs	(98,000)	(95,000)	(95,000)

To

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Audit & Risk	£	£	£
Budget Head	Employee Costs	22,000	22,000	22,000

Service	Emergency Planning	£	£	£
Budget Head	Employee Costs	26,000	23,000	23,000

Department	Health & Social Care	2021/22	2022/23	2023/24
Service	Sports Services	£	£	£
Budget Head	Premises Related Expenditure	50,000	50,000	50,000

Total		98,000	95,000	95,000
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Because

Reduced borrowing due to timing movements in the capital programme to be used to fund pressures from i) depreciation and interest charges for sports pitches (£50k); ii) implementation of risk shared service with Midlothian Council unfortunately now no longer possible (£22k); and iii) additional staffing within Emergency Planning partly due to Covid-19 (£26k).

**4 Department
Service
Budget Head**

Finance & Regulatory Services	2021/22	2022/23	2023/24
Information Technology	£	£	£
Supplies & Services	(258,300)	0	0

To

Department	Financed by	2021/22	2022/23	2023/24
Service	Capital Financed from Current Revenue	£	£	£
Budget Head	Capital Financing Costs	258,300	0	0

Because

To capitalise available budget to fund purchase of laptops to cover curricular Windows 10 requirements.

Budget Virement Requirement

Human Resources

No. of Virements 1

1 Virement is required from

Department	Human Resources	2021/22	2022/23	2023/24
Service	Employment Support Service	£	£	£
Budget Head	Income	(21,880)	0	0

To

Department	Human Resources	2021/22	2022/23	2023/24
Service	Human Resources	£	£	£
Budget Head	Employee Costs	21,880	0	0

Because

Additional Skills Development Scotland income to be used to fund in-year equal pay pressure (£22k).

Budget Virement Requirement Financed by No. of Virements 7

1 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(946,000)	0	0

To

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Covid-19 Reserve Fund	£	£	£
Budget Head	Third Party Payments	946,000	0	0

Because

Council's share of additional £40m Covid-19 (£889k) and balance of non-recurring Covid consequentials (£57k) funding.

2 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Transfers to/from Reserves	£	£	£
Budget Head	Capital Financing Costs	(260,000)	0	0

To

Department	Finance & Regulatory Services	2021/22	2022/23	2023/24
Service	Finance	£	£	£
Budget Head	Supplies & Services	90,000	0	0

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Property Management Services	£	£	£
Budget Head	Premises Related Expenditure	170,000	0	0

Total		260,000	0	0
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Because

Drawdown from unallocated reserve to fund recently announced increase in insurance premiums (£90k) and temporary units following the Peebles High School fire, as agreed in the 2020/21 outturn report.

3 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Second Homes Council Tax	£	£	£
Budget Head	Income	137,000	0	0

To

Department	Asset & Infrastructure	2021/22	2022/23	2023/24
Service	Housing Strategy & Services	£	£	£
Budget Head	Third Party Payments	(137,000)	0	0

Because

Reduction in projected income through Second Homes Council Tax (£137k).

4 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(281,404)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Supplies & Services	281,404	0	0

Because

To allocate additional Revenue Support Grant funding to Pupil Equity Funding (PEF) in relation to a 15% pupil premium.

5 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(245,000)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Educational support - Clothing & Footwear - Grants t	245,000	0	0

Because

To allocate additional School Clothing & Footwear Grant for 2021/22 to cover increase to national minimum levels.

6 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(69,000)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Music Service Tuition	69,000	0	0

Because

To allocate Free Music Tuition funding from Scottish Government for 2021/22.

7 Virement is required from

Department	Financed by	2021/22	2022/23	2023/24
Service	Revenue Support Grant	£	£	£
Budget Head	Income	(1,199,000)	0	0

To

Department	Young People Engagement & Inclusion	2021/22	2022/23	2023/24
Service	Central Schools	£	£	£
Budget Head	Education COVID19	1,199,000	0	0

Because

Council's share of additional £60m Covid-19 education recovery funding.

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Budget Virement Requirement

Assets & Infrastructure

No. of Virements 1

1 Virement is required from

Department	Assets & Infrastructure	2021/22	2022/23	2023/24
Service	Housing Strategy & Services	£	£	£
Budget Head	Third Party Payments	(3,037,472)	3,037,472	0

To

Department		2021/22	2022/23	2023/24
Service		£	£	£
Budget Head	General Fund Reserve - Earmarked Balances	3,037,472	(3,037,472)	0

Because

To earmark Second Homes Council Tax budget into 2022/23 to support future investment in affordable housing.

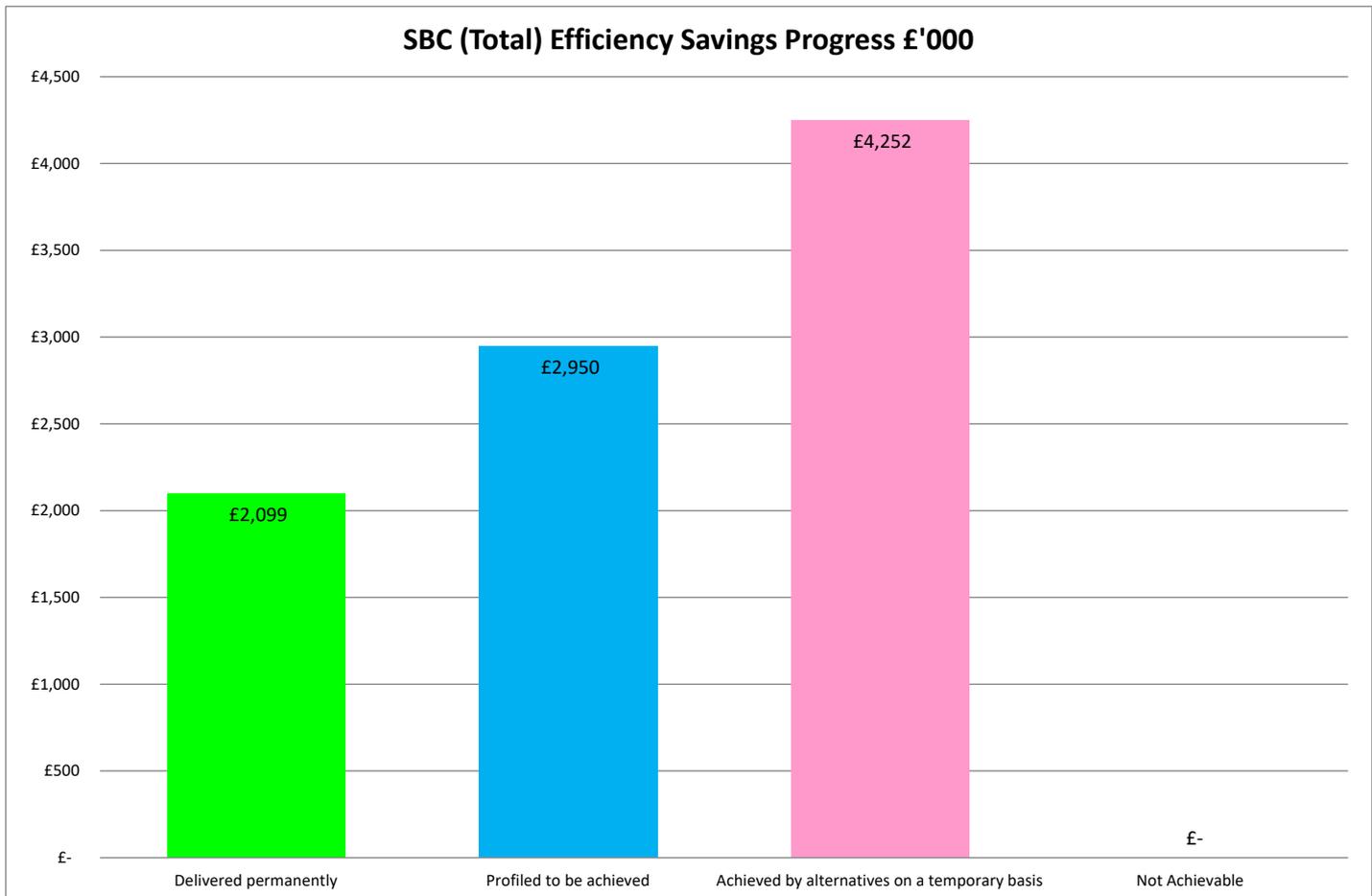
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FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

SBC Total

Status	Saving £'000	Saving %
Delivered permanently	£ 2,099	22%
Profiled to be achieved	£ 2,950	32%
Achieved by alternatives on a temporary basis	£ 4,252	46%
Not Achievable	£ -	0%
	9,301	100%

SBC (Total) Efficiency Savings Progress £'000



FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

ASSETS & INFRASTRUCTURE

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
More efficient property and asset portfolio and implementation of Corporate Landlord	198	71	29	98	
New delivery model for Public Toilet provision	50	4		46	
Reduce bus subsidies	55		55		
Facilities Management savings	141	20		121	
2021/22 Savings:					
Additional Fees & Charges Income across Assets & Infrastructure	24	24			
Commercial Rent Income - Inflationary increases	10	10			
Energy Efficiency Project	100	73	27		
Lifecycle Maintenance Kelso HS & Jedburgh Campus	22	22			
More efficient property and asset portfolio and implementation of Corporate Landlord	215		215		
Facilities Management savings	140			140	
Parks & Environment	150	44		106	
Roads & Infrastructure	200	47	68	85	
Waste Management	59	44	15		
Passenger Transport	(15)	(15)			
Planning - review of internal processes and technology opportunities to drive efficiencies	9	9			
Additional Fees & Charges Income across Corporate Improvement & Economy	7	7			
	1,365	360	409	596	0

Asset & Infrastructure Savings £000's



FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

HEALTH & SOCIAL CARE

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Review of Day Services (LD)	200	50		150	
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (LD)	52			52	
Bordercare Alarms	75			75	
Review of Care Packages (OP)	155		155		
Review of Care Packages (LD)	41		41		
Enterprise Mobility	630		588	42	
Reablement of Homecare	150		150		
Shared Lives	154		100	54	
Recommissioning of HCSS Service	200		80	120	
2021/22 Savings:					
Better use of Fleet Vehicles	45	45			
Review of Care Packages (OP)	50		50		
Review of Care Packages (LD)	159		159		
Review of Day Care Services (LD)	150	150			
Reablement of Homecare	572		572		
Trusted Assessment (OP and LD)	50		50		
Complex Care (LD)	100		0	100	
Direct Payment Recoupment	(100)	(100)			
Shared Lives	304			304	
Residential Care Retendering	100		100		
Reduction in Local Area Co-ordination Staffing (LD)	113	113			
Management Fee reduction to Live Borders based on 3% reduction	156	156			
	3,356	414	2,045	897	0

Health & Social Care Savings £000's



FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

Young People Engagement & Inclusion

Savings :	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Central Schools - Music Tuition Review	19			19	
Primary and Secondary Schools Implementation of Revised DSM Scheme in August 2020	408			408	
Central Schools	156			156	
School Transport	312		104	208	
Community Learning & Development	111	76		35	
2021/22 Savings:					
Increased fees & charges - School meals, Music tuition and general inflationary increase on Lets	35	35			
Inspire Learning	81	81			
Jedburgh Campus funding changes	245	245			
Primary and Secondary Schools Implementation of Revised DSM Scheme in August 2020	529			529	
Central Schools - review of Central Schools, Management Structures and Learning Estate Rationalisation	177	27		150	
Community Learning & Development - Targeted efficiencies to be delivered from the 'Communities Development Review' workstream	39			39	
	2,112	464	104	1,544	0

Young People Engagement & Inclusion Savings £000's



FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

CUSTOMER & COMMUNITIES

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Reduce subscriptions budget across the Council by a further 10%	38		38		
Business Support and Business Change	15				15
Progress the rollout of digital services across the Council	34				34
A review of community capacity/development resources across the Council	32		32		
2021/22 Savings:					
Assessors & Electoral Registration Services - Structural review as a result of legislative change	17				17
Democratic Services - Members travel associated with online meetings	50	50			
A re-designed operating model through the rollout of digital services across Business Support and Customer Advice & Support Services	446	346	100		
A review of community capacity/development resources across the Council	39		39		
	671	396	209	66	0

Customer & Community Savings £000's

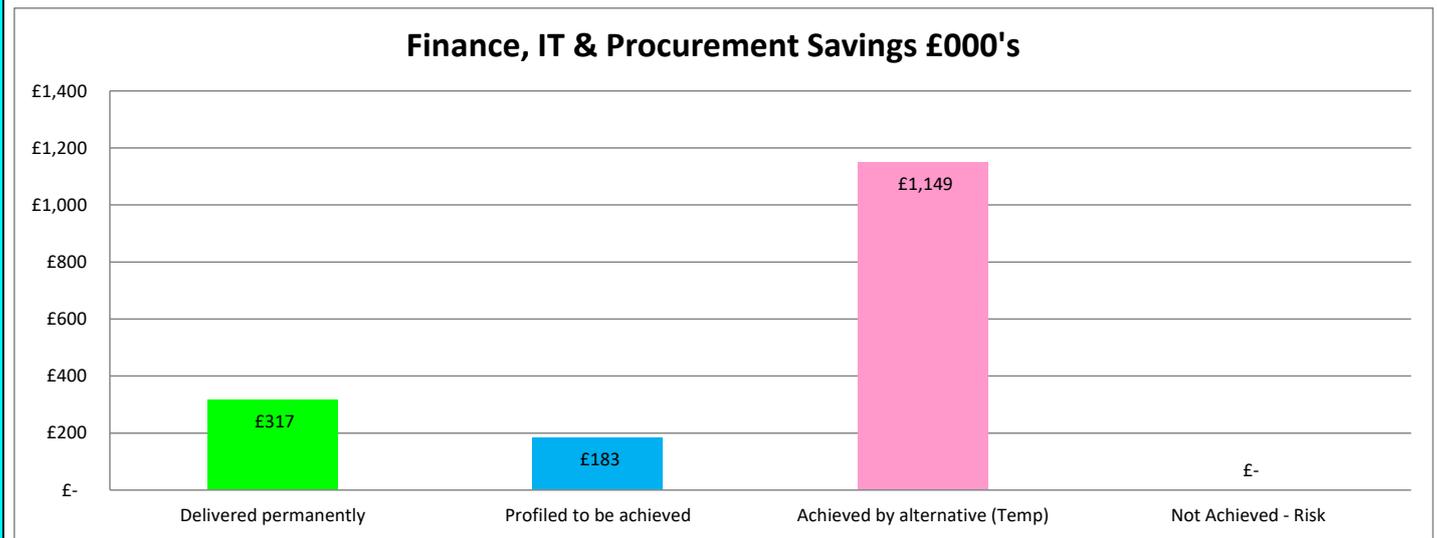


FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

FINANCE & REGULATORY SERVICES

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Corporate Commissioning (Contract Management)	681		81	600	
Procurement savings across all departments	132	64	68		
Finance savings	71	71			
Legal Services	6			6	
Audit & Risk - Shared Service Opportunity	22			22	
2021/22 Savings:					
Delivery of Contract Management Savings	400			400	
Additional Fees & Charges Income across Regulatory Services	34	34			
Finance Savings	125	23	15	87	
IT Savings	100	100			
Loans Charges	25	25			
Legal Services	34			34	
Protective Services	19		19		
	1,649	317	183	1,149	0



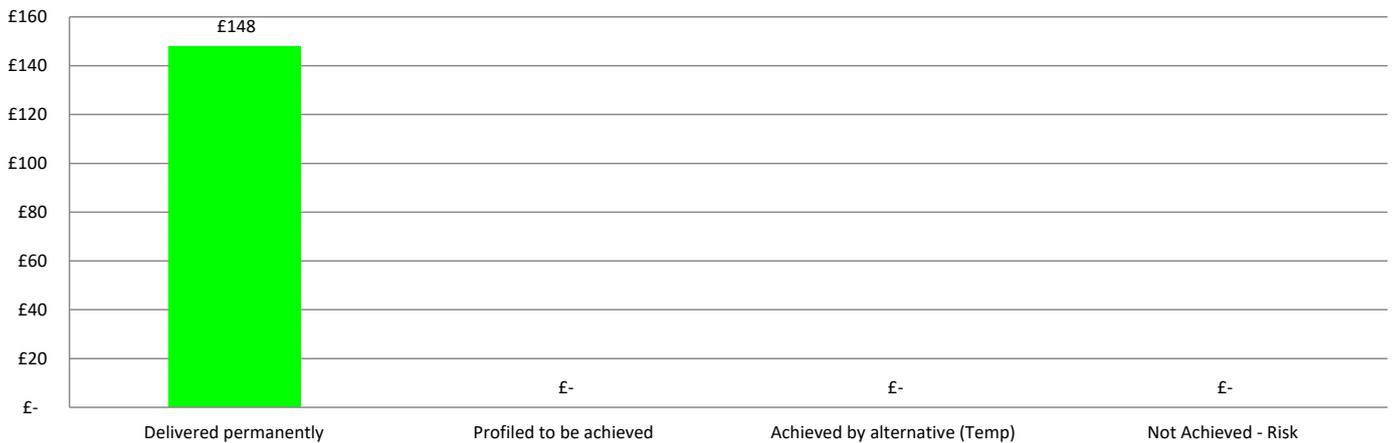
FINANCIAL PLAN EFFICIENCY PROGRESS 2021/22

HUMAN RESOURCES

Savings :

	£'000	Delivered Permanently	Profiled to be achieved	Achieved by alternatives on a temporary basis	Not Achievable
Brought Forward Savings					
Business Planning	15	15			
2021/22 Savings:					
HR - structural review as a result of process reviews	20	20			
Communications & Marketing - Structural review & income generation opportunities	46	46			
Employment Support Service - Structural review	5	5			
Structure review within Corporate Improvement & Economy	62	62			
	148	148	0	0	0

Human Resources Savings £000's



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MONITORING OF THE CAPITAL FINANCIAL PLAN 2021/22

Report by the Executive Director, Finance & Regulatory

EXECUTIVE COMMITTEE

17 August 2021

1 PURPOSE AND SUMMARY

- 1.1 This report updates the Executive Committee on the progress of the 2021/22 Capital Financial Plan and seeks approval for virements and the reallocation of funds.**
- 1.2 The monitoring tables in Appendix 1 report on actual expenditure to 30 June 2021. Key issues and highlights identified in these tables are summarised within this report.
- 1.3 The June month end position reflects a projected outturn of £99.762m with a net budget variance of £0.008m. This includes net timing movements from 2021/22 of £0.779m. Further, more significant, timing movements from 2021/22 are likely as the year progresses and there is further clarity on timing of major projects. Construction materials supply chain has been subject to unprecedented disruption in recent months. A surge in demand coupled with constraints on supply has led to price increases, shortages and longer lead times. The impact of this on the Capital Plan is currently being assessed. Current legally committed projects have a small risk of impact and block programmes of work can operate within a cash constrained budget and are therefore low risk. The most significant risk therefore lies in the small number of contracts being tendered this year which may result in a budget pressure. Any financial implications from these market conditions will be reported through the regular budget monitoring cycle with any longer term impacts reflected in the financial planning process.
- 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 2021/22 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 RECOMMENDATIONS

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

3 BACKGROUND

- 3.1 The Council approved the Capital Plan for the period 2021/22 to 2030/31 on 19 March 2021, which has subsequently been updated to reflect budget adjustments, associated timing movements and other approvals.
- 3.2 The table below shows the movements in the resources of the Capital Plan through 2021/22:

	£000s
Capital Plan 2021/22 as approved at Council 19 March 2021	87.441
Timing movements and budget adjustments reported as part of out-turn 2020/21	12.329
Revised Capital Plan 2021/22	99.770

- 3.3 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 2021/22 position, there are three columns each for 2022/23 and 2023/24 and then three columns for the 7 year strategic plan 2024/25 to 2030/31. For 2021/22 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 2022/23 and 2023/24 the table presents the impact of the total variance projected between the latest approved budget and projected outturn. Below the tables, a narrative is provided where appropriate.
- 3.4 This report is the first monitoring report in the planned reporting schedule for 2021/22.

4 MONITORING THE PLAN

- 4.1 Appendix 1 to this report contains the budget monitoring tables. The actual expenditure to 30 June 2021 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 Executive Director, Finance & Regulatory and Service Director Assets & Infrastructure under the Financial Regulations approved in November 2018.
- 4.2 The actual expenditure to 30 June 2021 has been adjusted for any credit balances for accrued expenses from 2020/21 which have not yet been invoiced.
- 4.3 Appendix 2 contains a summary for each block allocation within the 2021/22 Capital Plan of approved and proposed proposals for various projects and programmes.
- 4.4 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.

5 HIGHLIGHTS

- 5.1 As reflected in Appendix 1, there are some timing movements with regards to the funding and expenditure associated with projects and they remain in overall healthy positions with regard to service delivery.
- 5.2 Key highlights from variances in Appendix 1 are:

a) Roads & Bridges block

Additional funding confirmed for investment in the roads network from the Strategic Timber Transport Scheme (STTS) of £0.315m. The allocation of these funds are detailed within Appendix 2.

b) IT

Reallocation of IT budgets in line with spend profiles including capital funded from current revenue (CFCR).

c) Borders Innovation Park

Construction of phase 1 office development on programme for completion in September 2021. Timing movement required for subsequent phases affected by market uncertainty for office developments. Review of Business Case to be undertaken.

d) Hawick Regeneration

Timing movement of £0.440m into 2022/23 to reflect revised building proposals and to obtain additional planning consent in late 2021. Additional funding for access road at Galalaw Industrial Estate, Hawick from South of Scotland Enterprise £0.250m.

5.3 Emergency & Unplanned Schemes

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

	£000s
Budget as Approved at Council 19 March 2021	0.175
Current balance	0.175

6 IMPLICATIONS

6.1 Financial

There are no financial implications beyond those contained in the report and Appendices 1-3.

6.2 Risk and Mitigations

At the end of June 2021, actual expenditure totalled £9.813m which represents 9.84% 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.

6.3 Equalities

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

6.4 Acting Sustainably

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

6.5 Carbon Management

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

6.6 Rural Proofing

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

6.7 Changes to Scheme of Administration or Scheme of Delegation

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

7 CONSULTATION

7.1 The Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and comments received have been incorporated into the final report.

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

Approved by

David Robertson Signature
Executive Director Finance & Regulatory Services

Author(s)

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

Background Papers: n/a

Previous Minute Reference: n/a

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

Contact us at Suzy Douglas, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA; Tel: 01835 824000 X5881.

Scottish Borders Council
Capital Financial Plan

SUMMARY

	2021/22				2022/23			2023/24			2024/25 - 2030/31		
	Actual to 30/06/21	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	100	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
Non Plant & Vehicle Fund	64	168	168	0	0	0	0	0	0	0	0	0	0
Flood & Coastal Protection	3,582	29,656	29,656	0	19,079	0	19,079	13,212	0	13,212	5,322	0	5,322
Land and Property Infrastructure	477	8,791	8,791	0	5,033	0	5,033	2,818	0	2,818	17,051	0	17,051
Road & Transport Infrastructure	2,267	10,903	10,565	338	8,226	0	8,226	8,226	0	8,226	55,027	0	55,027
Waste Management	96	584	575	9	35	0	35	36	0	36	344	0	344
Total Assets & Infrastructure	6,587	52,102	51,755	347	34,373	0	34,373	26,292	0	26,292	91,744	0	91,744
Corporate	1,035	12,720	12,328	392	9,700	(32)	9,668	3,981	(32)	3,949	1,291	0	1,291
Total Other Corporate Services	1,035	12,720	12,328	392	9,700	(32)	9,668	3,981	(32)	3,949	1,291	0	1,291
School Estate	781	10,598	10,598	0	38,505	0	38,505	55,922	0	55,922	95,408	0	95,408
Total Young People Engagement & Inclusion	781	10,598	10,598	0	38,505	0	38,505	55,922	0	55,922	95,408	0	95,408
Sports Infrastructure	24	1,845	1,998	(153)	573	0	573	584	0	584	6,417	0	6,417
Culture & Heritage	2	948	948	0	0	0	0	0	0	0	0	0	0
Total Culture & Sport	25	2,793	2,946	(153)	573	0	573	584	0	584	6,417	0	6,417
Economic Regeneration	1,359	11,178	11,771	(593)	12,013	904	12,917	32,233	(245)	31,988	62,422	184	62,606
Housing Strategy & Services	19	565	565	0	450	0	450	500	0	500	3,500	0	3,500
Total Economic Development & Corporate Services	1,378	11,743	12,336	(593)	12,463	904	13,367	32,733	(245)	32,488	65,922	184	66,106
Emergency & Unplanned Schemes	0	175	175	0	175	0	175	175	0	175	1,225	0	1,225
Total Emergency & Unplanned Schemes	0	175	175	0	175	0	175	175	0	175	1,225	0	1,225
Social Care Infrastructure	6	9,632	9,632	0	3,333	0	3,333	3,041	0	3,041	8,771	0	8,771
Total Health & Social Care	6	9,632	9,632	0	3,333	0	3,333	3,041	0	3,041	8,771	0	8,771
Planned Programming Adjustments	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
Total Scottish Borders Council	9,813	99,762	99,770	(8)	99,122	872	99,994	122,728	(277)	122,451	270,778	184	270,962

Scottish Borders Council
Capital Financial Plan

		2021/22				2022/23			2023/24			2024/25 - 2030/31		
	R A G	Actual to 30/06/21 £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	100	2,000	2,000	0	2,000	0	2,000	2,000	0	2,000	14,000	0	14,000
		100	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	62	150	150	0	0	0	0	0	0	0	0	0	0
Other Fleet - Electric Vehicles - Infrastructure	G	2	18	18	0	0	0	0	0	0	0	0	0	0
Waste Collection Vehicles - Non P&V Fund	G	0	0	0	0	0	0	0	0	0	0	0	0	0
		64	168	168	0	0	0	0	0	0	0	0	0	0
Flood & Coastal Protection														
Flood Prevention Works & Scheme Preparation	G	15	462	609	(147)	372	0	372	372	0	372	2,604	0	2,604
General Flood Protection Block	G	33	467	320	147	0	0	0	0	0	0	0	0	0
Hawick Flood Protection	G	3,534	28,727	28,727	0	18,707	0	18,707	12,840	0	12,840	2,718	0	2,718
		3,582	29,656	29,656	0	19,079	0	19,079	13,212	0	13,212	5,322	0	5,322
Land and Property Infrastructure														
Asset Rationalisation	G	134	2,233	2,233	0	967	0	967	0	0	0	0	0	0
Building Upgrades	G	39	594	594	0	437	0	437	437	0	437	3,994	0	3,994
Energy Efficiency Works	G	113	1,953	1,953	0	1,045	0	1,045	1,045	0	1,045	7,315	0	7,315
Health and Safety Works	G	12	573	573	0	400	0	400	400	0	400	3,300	0	3,300
Play Areas & Outdoor Community Spaces	G	170	1,756	1,756	0	828	0	828	508	0	508	1,354	0	1,354
Jedburgh High Street Building	G	0	500	500	0	1,062	0	1,062	428	0	428	0	0	0
Coldstream Cemetery Development	G	0	581	581	0	0	0	0	0	0	0	0	0	0
Cemetery Land Acquisition & Development	G	9	601	601	0	294	0	294	0	0	0	1,088	0	1,088
		477	8,791	8,791	0	5,033	0	5,033	2,818	0	2,818	17,051	0	17,051

Flood & Coastal Protection	<p>Local Flood Risk Management Plan cycle 1 actions in terms of flood scheme preparation are on track and available budget (£147k) is being transferred to the general flood protection block to deliver a number of projects.</p> <p>Budget movement from the flood prevention works & scheme preparation block to allow works to be undertaken at a number of locations which have become more relevant given the flood events over the last 18 months. This includes the enhancement of existing assets and implementation of flood works to reduce flood risk to communities and increase their resilience to flooding.</p>
Flood Prevention Works & Scheme Preparation General Flood Protection Block	
Land and Property Infrastructure	

Road & Transport Infrastructure	<p>Cycling Walking & Safer Streets Gross up external funding from Smarter Choices, Big Bike Bash £20k & Easy Riders £2.5k. Various projects in progress and at design stage - Duns light control crossing, Eyemouth traffic calming, Morebattle path, Lauder to Oxton phase 4 and Oxton path surfacing</p> <p>Roads & Bridges -Inc. RAMP, Winter Damage & Slopes Gross up external funding from Strategic Timber Transport Scheme (STTS) for road strengthening works at B711 Buccleuch (£175k) and B6357 Kirndeane to Florida (£140k).</p> <p>Union Chain Bridge Compensation events for ongoing constructions works are being assessed at this stage and will be updated in future capital monitoring</p>
Waste Management	<p>Waste Containers Capitalise revenue budget to partially fund the purchase of bins for new properties (£9k)</p>

Scottish Borders Council
Capital Financial Plan

		2021/22				2022/23			2023/24			2024/25 - 2030/31		
	R	Actual to 30/06/21	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													
Corporate														
	A	264	282	56	226	56	(32)	24	56	(32)	24	512	0	512
	A	30	275	0	275	0	0	0	0	0	0	313	0	313
	G	15	132	132	0	111	0	111	683	0	683	466	0	466
	G	1	1	110	(109)	0	0	0	0	0	0	0	0	0
	G	725	12,030	12,030	0	9,533	0	9,533	3,242	0	3,242	0	0	0
		1,035	12,720	12,328	392	9,700	(32)	9,668	3,981	(32)	3,949	1,291	0	1,291
Total Other Corporate Services		1,035	12,720	12,328	392	9,700	(32)	9,668	3,981	(32)	3,949	1,291	0	1,291

Corporate		
Page 66	ICT - Outwith CGI Scope	Capitalise revenue budget to fund the purchase of high specification curricular laptops to cover Windows 10 requirements (£258k), included within the IT Model as revenue i.e. leasing costs. Reduced 2021/22 spend and acceleration of budget from 2022/23 and 2023/24 to offset in-year pressure in Transformation, reduced spend anticipated due to IT Transformation Extension.
	ICT Transformation (previous year)	Capitalise available revenue budget from reduced in-year leasing costs (£70k). Available budget from ICT - Outwith CGI Scope (£96k) and IT projects pre CGI Contract (£109k)
	IT Projects - pre CGI Contract	Projected underspend due to roll-out of Total Mobile. Transfer available budget to fund in-year pressure in IT Transformation.

Scottish Borders Council
Capital Financial Plan

		2021/22				2022/23			2023/24			2024/25 - 2030/31		
		Actual to 30/06/21	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
School Estate														
	R													
	A													
	G													
Early Years Expansion	G	62	3,401	3,401	0	0	0	0	0	0	0	0	0	
Jedburgh Learning Campus	G	1	242	242	0	0	0	0	0	0	0	0	0	
Eyemouth Primary School	G	0	0	0	0	3,460	0	3,460	7,402	0	7,402	4,000	0	4,000
Earlston Primary School	G	103	700	700	0	8,597	0	8,597	4,163	0	4,163	225	0	225
Gala Academy	G	117	1,027	1,027	0	14,128	0	14,128	20,000	0	20,000	20,030	0	20,030
New Hawick High School	G	73	302	302	0	400	0	400	937	0	937	46,663	0	46,663
School Estate Block	G	203	2,458	2,458	0	1,800	0	1,800	1,800	0	1,800	12,530	0	12,530
Peebles High School	G	222	2,468	2,468	0	10,120	0	10,120	21,620	0	21,620	11,960	0	11,960
		781	10,598	10,598	0	38,505	0	38,505	55,922	0	55,922	95,408	0	95,408
Total Young People Engagement & Inclusion		781	10,598	10,598	0	38,505	0	38,505	55,922	0	55,922	95,408	0	95,408

Scottish Borders Council
Capital Financial Plan

	R A G	2021/22				2022/23			2023/24			2024/25 - 2030/31		
		Actual to 30/06/21	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
Sports Infrastructure														
Culture & Sports Trusts - Plant & Services	G	20	363	363	0	215	0	215	215	0	215	1,880	0	1,880
Melrose 3G Pitch	G	0	23	23	0	0	0	0	0	0	0	0	0	0
Netherdale Spectator Stand	G	4	1,454	1,454	0	0	0	0	0	0	0	0	0	0
Floodlighting	G	0	5	5	0	0	0	0	0	0	0	0	0	0
Synthetic Pitch Replacement Fund	G	0	0	153	(153)	358	0	358	369	0	369	4,537	0	4,537
		24	1,845	1,998	(153)	573	0	573	584	0	584	6,417	0	6,417
Culture & Heritage														
Jim Clark Museum	G	2	18	18	0	0	0	0	0	0	0	0	0	0
Public Hall Upgrades	G	0	305	305	0	0	0	0	0	0	0	0	0	0
St. Walter Scott Court House - Phase 2	G	0	625	625	0	0	0	0	0	0	0	0	0	0
Tremontium, Melrose	G	0	0	0	0	0	0	0	0	0	0	0	0	0
		2	948	948	0	0	0	0	0	0	0	0	0	0
Total Culture & Sport		25	2,793	2,946	(153)	573	0	573	584	0	584	6,417	0	6,417
Sports Infrastructure														
Synthetic Pitch Replacement Fund	Gross down of synthetic pitch replacement fund, no planned pitch replacements in current year													

Scottish Borders Council
Capital Financial Plan

		2021/22				2022/23			2023/24			2024/25 - 2030/31		
	R A G	Actual to 30/06/21 £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
Economic Regeneration														
Great Tapestry of Scotland - Building	G	431	445	445	0	0	0	0	0	0	0	0	0	0
Borders Town Centre Regeneration Block	G	190	1,225	1,225	0	70	0	70	70	0	70	640	0	640
Borders Innovation Park	A	641	4,675	5,078	(403)	2,608	464	3,072	6,280	(245)	6,035	3,469	184	3,653
Newtown St Boswells Regeneration	G	0	140	140	0	84	0	84	120	0	120	56	0	56
Eyemouth Regeneration	G	0	761	761	0	0	0	0	0	0	0	0	0	0
Hawick Regeneration Block	G	94	1,963	2,153	(190)	0	440	440	0	0	0	0	0	0
Galashiels Town Centre Regeneration	G	1	531	531	0	0	0	0	0	0	0	0	0	0
Borderlands	G	0	688	688	0	9,251	0	9,251	25,763	0	25,763	58,257	0	58,257
Earlston Business Relocation	G	3	750	750	0	0	0	0	0	0	0	0	0	0
		1,359	11,178	11,771	(593)	12,013	904	12,917	32,233	(245)	31,988	62,422	184	62,606
Housing Strategy & Services														
Private Sector Housing Grant - Adaptations	G	19	565	565	0	450	0	450	500	0	500	3,500	0	3,500
		19	565	565	0	450	0	450	500	0	500	3,500	0	3,500
Total Economic Development & Corporate Services		1,378	11,743	12,336	(593)	12,463	904	13,367	32,733	(245)	32,488	65,922	184	66,106
Economic Regeneration														
Borders Innovation Park Hawick Regeneration		Realignment of budget profile to reflect updated forecast project delivery and cash flow for phases 1, 2 & 3. Timing movement into 2022/23 (£440k) based on current cashflow statement. Main contractor to be appointed late August, commencing on site in September 2021 . May need to review once tender returns received and assessed. Gross up £250k funding from South of Scotland Enterprise (SOSE) for Galalaw Access Road.												

Scottish Borders Council
Capital Financial Plan

	R A G	2021/22				2022/23			2023/24			2024/25 - 2030/31		
		Actual to 30/06/21	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
Scottish Borders Council														
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	G	0	0	0	0	0	0	0	0	0	0	0	0	0
	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	0
Scottish Borders Council - Funding														
Development Contributions	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	0

Scottish Borders Council
Capital Financial Plan

		2021/22				2022/23			2023/24			2024/25 - 2030/31		
	R A G	Actual to 30/06/21 £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	(0)	0	0	0	0	0	0	0	0	0	0	0	0
Health & Social Care Equipment Purchase	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Care Inspectorate Requirements & Upgrades	G	2	40	40	0	40	0	40	41	0	41	299	0	299
Residential Dementia Care	G	0	0	0	0	0	0	0	0	0	0	0	0	0
Technology Enabled Care	G	0	124	124	0	0	0	0	0	0	0	0	0	0
Residential Care Accommodation - Upgrades	G	4	1,524	1,524	0	0	0	0	0	0	0	0	0	0
2 Residential Care Homes	G	0	7,944	7,944	0	3,293	0	3,293	3,000	0	3,000	8,472	0	8,472
Deanfield Care Home, Hawick	G	0	0	0	0	0	0	0	0	0	0	0	0	0
		6	9,632	9,632	0	3,333	0	3,333	3,041	0	3,041	8,771	0	8,771
Total Health & Social Care		6	9,632	9,632	0	3,333	0	3,333	3,041	0	3,041	8,771	0	8,771

CAPITAL FINANCING	2021/22			2022/23			2023/24			2024/25 - 2030/31		
	Projected	Latest	Variance	Latest	Variance	Projected	Latest	Variance	Projected	Latest	Variance	Projected
	Outturn	Approved		Approved		Approved	Budget		Budget	Budget		Budget
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
C9005 - Development 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 Areas & Outdoor Community Spaces	(65)	(65)	0	0	0	0	0	0	0	0	0	0
Engineering Minor Works	(14)	(14)	0	0	0	0	0	0	0	0	0	0
School Estate Block	(100)	(100)	0	(100)	0	(100)	(100)	0	(100)	(700)	0	(700)
	(259)	(259)	0	(100)	0	(100)	(100)	0	(100)	(800)	0	(800)
C9006 - Capital Receipts												
General Capital Receipt	(1,630)	(1,630)	0	(400)	0	(400)	0	0	0	0	0	0
	(1,630)	(1,630)	0	(400)	0	(400)	0	0	0	0	0	0
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	(153)	153	(358)	0	(358)	(369)	0	(369)	(3,877)	0	(3,877)
	(2,000)	(2,153)	153	(2,358)	0	(2,358)	(2,369)	0	(2,369)	(17,877)	0	(17,877)
C9008 - Capital Borrowing												
	(43,055)	(43,072)	16	(48,058)	(48)	(48,106)	(65,764)	32	(65,732)	(109,159)	0	(109,159)
TOTAL CAPITAL FUNDING	(99,762)	(99,770)	8	(99,122)	(872)	(99,994)	(122,728)	277	(122,451)	(270,778)	(184)	(270,962)

	Latest approved budget £000's	Proposed Movement	Projected Outturn	Actuals to 30/06/2021
Assets & Infrastructure				
Flood & Coastal Protection				
General Flood Protection Block				
Romano Bridge Flood Bank	208	(103)	105	0
Community Resilience	37	(25)	12	3
Minor Works	25	190	215	0
Management Fees	0	30	30	30
Denholm Flood Works	20	10	30	0
Philiphaugh Farm Cottages	30	5	35	0
Galashiels Flood Protection Scheme	0	40	40	0
Virement from Flood Prevention & Scheme Preparation		(147)		
	320	0	467	33
Flood Prevention Works & Scheme Preparation				
Flood Scheme Preparation	129	(129)	0	5
Flood Scheme Preparation Newcastleton	120	10	130	5
Flood Scheme Preparation Peebles	25	0	25	5
Flood Scheme Preparation Slitrig	32	3	35	0
Flood Scheme Preparation Lindean	9	1	10	0
Hawick SWMP	26	0	26	0
Newcastleton Study	34	(34)	0	0
Hawick National Flood Management Scheme Preparation	85	0	85	0
Galashiels National Flood Management Scheme Preparation	50	0	50	0
Eyemouth Coastal and Berwickshire SMP	64	19	83	0
Ettrick Valley	35	(17)	18	0
Virement to General Flood Protection Block		147		
	609	0	462	15
Land and Property Infrastructure				
Health and Safety Works				
LEGIONELLA UPGR WATER TANKS	42	0	42	0
SCHOOL TOILET REFURBISHMENT	24	0	24	0
ASBESTOS MANAGEMENT BLOCK	60	(25)	35	12
School Security Upgrade Work	0	26	26	0
Saltgreens RHE emergency boiler replacement	1	(1)	0	0
Drumlanrig Primary window upgrade	100	0	100	0
Lead testing - Phase 2	91	0	91	0
Wellogate Cemetery Lodge, Hawick structural improvements	7	0	7	0
Clock upgrades	30	0	30	0
Coldstream library electrical heating upgrade	5	0	5	0
Greenlaw Primary distribution board replacement	28	0	28	0
Electrical infrastructure condition surveys	25	0	25	0
Innerleithen Library dry rot works	20	0	20	0
St Ronan's Primary heating upgrade	90	0	90	0
Lochpark Industrial Estate external improvements	10	0	10	0
Electrical upgrades at Selkirk HS	40	0	40	0
Unallocated	0	0	0	0
Timing movement		0		
	573	0	573	12
Cemetery Land Acquisition & Development				
Peebles land acquisition & site development	601	0	601	9
Timing movement		0		
	601	0	601	9

	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2021
Building Upgrades				
Coldingham Primary roofing upgrade	155	(60)	95	0
Lift infrastructure upgrades	8	0	8	0
Dunsdale Workshops roof/valley gutter	55	0	55	0
Coldstream workshops roofing upgrade - final phase	41	1	41	30
1 Castlegate, Jedburgh roofing upgrade	11	0	11	0
Drumlanrig PS window replacement - phase 1	0	0	0	0
Council HQ tower & external lighting upgrade	11	0	11	0
Melrose Grammar lighting upgrade	24	1	24	0
Edenside Primary School lift replacement	10	0	10	9
Burgh Primary window replacement - hall & kitchen	2	(2)	0	0
Burnfoot Primary window replacement - next phase	33	0	33	0
Burnfoot PS roofing upgrade	44	0	44	0
Hawick Library stonework minor refurbishment	22	0	22	0
Coldingham PS window replacements	44	0	44	0
St Margaret's Primary roofing upgrade	22	0	22	0
Newby Court Units roofing upgrade	25	0	25	0
Kirkhope Cemetery boundary wall upgrade	16	0	16	0
Millfield Day Centre boiler replacement/relocation	39	0	39	0
Wilton Primary calorifier replacements	33	0	33	0
School Toilet Upgrades	0	60	60	0
Unallocated	0	0	0	0
Timing movement		0		
	594	0	594	39
Play Areas & Outdoor Community Spaces				
Peebles Play Park & Skate Park	450	0	450	137
Public Park, Duns	198	0	198	0
Play Facilities & Surfacing Review	202	0	202	20
Walled Gardens Glasshouse Hawick	123	0	123	13
Shedden Park	50	0	50	0
Newtown Play Park	183	0	183	0
Management Fee	80	0	80	0
Jedburgh Play Park & Skate Park	205	0	205	0
Haylodge Park, Peebles	27	0	27	0
Unallocated Balance	238	0	238	0
Timing movement		0		
	1,756	0	1,756	170
Asset Rationalisation				
Paton Street Galashiels Agile Working	963	(10)	953	0
HQ Reception and new canteen incl retention	0	37	37	37
Old Canteen Demolition & Surfacing Works	50	(17)	33	33
HQ Agile Working	300	0	300	1
Hawick Town Hall Agile Working	784	(21)	763	14
HQ Lift	47	1	48	48
St Mary's Mill Selkirk Upgrade new Museum store	0	10	10	0
Wilton PS, Hawick - demolition	20	0	20	0
Ednam, Kelso - demolition	13	0	13	0
Fees	33	0	33	0
Demolition - preliminaries, provisional sums, contingencies, surveys & fees etc (incl JCJ Group v	23	0	23	0
Unallocated	0	0	0	0
Timing movement		0		
	2,233	0	2,233	134
Energy Efficiency Works				
Energy Efficiency Officer manpower costs	46	0	46	0
Non Domestic Energy Efficiency (NDEE) PH2	977	0	977	48
PPP LED Lighting Project	116	0	116	65
Low Carbon Infrastructure Transformation (LCITP) Smart Grid	450	0	450	0
Corn Exchange Heating (Melrose)	4	0	4	0
Fuel Switching project	60	0	60	0
Solar Photo Voltaic panels (SPV) PH2	300	0	300	0
Unallocated	0	0	0	0
Timing movement		0		
	1,953	0	1,953	113

	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2021
Road & Transport Infrastructure				
Roads & Bridges -inc. RAMP, Winter Damage & Slopes				
Surface Dressing	2,609	(109)	2,500	1,110
Patching	2,229	(79)	2,150	419
Resurfacing/Overlays	2,138	(138)	2,000	135
Walls & Structures	235	28	263	90
Footways	327	(17)	310	56
Drainage	340	5	345	125
Masonry Refurbishment	710	175	885	81
Union Chain Bridge	115	0	115	0
C77 Roundabout	80	0	80	0
STTS	0	450	450	0
Gross up STTS external funding		(315)	0	
Timing movement		0		
	8,783	0	9,098	2,016
Lighting Asset Management Plan				
Craigend Road, Stow	13	(13)	0	0
Langlee Drive/Ave, Galashiels	8	(8)	0	0
The Green, Selkirk	8	(8)	0	0
Bourtree Terrace, Hawick	7	8	15	10
Damside, Innerleithen	27	(25)	2	1
Corroded Columns	23	7	30	9
Marmion Road Galashiels	17	(13)	4	17
Bristol Terrace, Galashiels	4	(4)	0	0
Netherdale Ind Est, Galashiels	30	0	30	3
Main Road, Earlston	30	0	30	0
Station Road, Stow	30	0	30	3
Eyemouth Ind Est, Eyemouth	30	0	30	3
Rinkvale Cottages, Hawick	10	0	10	2
Preston Road, Duns	20	0	20	2
Carnarvon Street, Hawick	0	30	30	0
New scheme to be named	0	26	26	0
	257	0	257	50
Cycling Walking & Safer Streets				
Cycle Related Activities	304	23	327	187
Walking Related Activities	102	0	102	7
Gross up Smarter Choices funding		(23)		
Timing movement		0		
	406	0	429	194
Waste Management				
CRC - Improved Skip Infrastructure				
Galashiels Community Recycling Centre	12	0	12	0
Timing movement		0		
	12	0	12	0
Corporate				
ICT-Outwith CGI Scope				
PC replacement	56	226	282	264
Capital Financed by Current Revenue		(258)		
Transfer available budget to IT Transformation		32		
	56	0	282	264

	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2021
Young People Engagement & Inclusion				
Early Learning and Childcare				
Early Years Expansion	3,401	0	3,401	62
Timing movement		0	0	
	<u>3,401</u>	<u>0</u>	<u>3,401</u>	<u>62</u>
School Estate Block				
<i>Improve and enhance school environments:</i>				
High School Social Areas	411	0	411	
Primary School Refurbishments	965	0	965	236
Priorsford extension	12	0	12	
School toilet programme	130	0	130	
<i>Meet security and legislative obligations</i>				
Kitchen refurbishment programme	190	0	190	
Accessibility works	0	0	0	(34)
Secure receptions programme	201	0	201	
<i>ASN Provision Enhancements</i>				
ASN Provision Enhancements	131	0	131	1
<i>Urgent, unplanned and fees</i>				
Professional fees	268	0	268	
Project closure contingencies	150	0	150	
Timing movement		0		
	<u>2,458</u>	<u>0</u>	<u>2,458</u>	<u>203</u>
Culture & Sport				
Sports Infrastructure				
Culture & Sports Trusts - Plant & Services				
Pool Hall Humidity Sensors	10	0	10	0
Lighting Eyemouth Leisure Centre	18	0	18	0
External Remedials (Teviotdale Leisure Centre)	40	0	40	0
External Remedials (Kelso Swimming Pool)	25	0	25	0
Pool Tank Refurbishment	30	0	30	0
Teviotdale Leisure Centre Pool Pod	10	0	10	0
Galashiels SP & Teviotdale LC - Replacement Pool Covers	20	0	20	0
Selkirk Leisure Centre External Refurbishment	30	0	30	0
Air handling unit (AHU) Refurbishment - Various Sites	90	0	90	0
Kelso SP & Teviotdale LC Calorifiers?	15	0	15	0
Transform pH Correction (CO ² to Sodium Hypochlorite) - All Pools	30	0	30	0
Jedburgh Leisure And Facilities Trust	15	0	15	0
Berwickshire Recreation and Sports Trust	29	0	29	20
Unallocated Balance	1	0	1	0
Timing movement		0		
	<u>363</u>	<u>0</u>	<u>363</u>	<u>20</u>
Public Hall Upgrades				
Core Halls - Theatre Sound & Lighting	95	0	95	0
Non-Core Halls - Refurbishment	48	0	48	0
Non Core Halls - Front of House Refurbishment	30	0	30	0
Tait Hall - Balcony Seating	50	0	50	0
Tait Hall - Dressing Rooms	20	0	20	0
Tait Hall - Lesser Hall Refurbishment	36	0	36	0
Corn Exchange/Ormiston Institute FoH Refurbishment	26	0	26	0
Timing movement		0		
	<u>305</u>	<u>0</u>	<u>305</u>	<u>0</u>

	Latest approved budget	Proposed Movement	Projected Outturn	Actuals to 30/06/2021
Corporate Improvement & Economy				
Economic Regeneration				
Hawick Regeneration				
Former Armstrong/Armstrong Building	2,153	(440)	1,713	22
Galalaw Access Road	0	250	250	72
Timing movement		440		
	2,153	250	1,963	94
Borders Town Centre Regeneration Block				
Port House, Jedburgh	424	0	424	132
Hawick Public Realm	110	0	110	0
Town Centre Regeneration Enabling Works (Galashiels, Hawick, Eyemouth, Jedburgh, Selkirk)	65	0	65	0
Jedburgh Abbey Ramparts	26	0	26	1
Town Centre Funds (Jedburgh, Hawick, Galashiels, Eyemouth, Selkirk)	22	0	22	6
Town Centre Fund 2020/21	492	0	492	51
Workshop Development	86	0	86	0
Timing movement		0		
	1,225	0	1,225	190
Health & Social Care				
Social Care Infrastructure				
Care Inspectorate Requirements & Upgrades				
Deanfield, Hawick 01-C100025	6	0	6	0
Grove House, Kelso 01-C100026	6	0	6	0
St. Ronans, Peebles 01-C100272	6	0	6	0
Saltgreens, Eyemouth 01-C100027	6	0	6	0
Waverley, Galashiels 01-C100028	6	0	6	0
Day Services 01-C100273	8	0	8	0
Unallocated Balance	2	0	2	0
Timing movement		0		
	40	0	40	0

BALANCES AT 31 MARCH 2022

Report by Executive Director, Finance & Regulatory EXECUTIVE COMMITTEE

17 August 2021

1 PURPOSE AND SUMMARY

- 1.1 This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2021 and advises Members of the projected balances at 31 March 2022.**
- 1.2 The unaudited Council's General Fund useable reserve (non-earmarked) balance was £8.831m at 31 March 2021. The General Fund useable reserve is projected, at this early stage in the financial year, to be at least £6.315m at 31 March 2022 in line with the Council's Financial Strategy.
- 1.3 The total of all useable balances, excluding development contributions, at 31 March 2022 is projected to be £34.970m, compared to £48.264m at 31 March 2021. The reason for the reduction in balances year to year is due to the allocation of one-off funding carried forward in the COVID-19 reserve from 2020/21 to support the 2021/22 budget.
- 1.4 The projected balance on the Capital Fund of £6.870m 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 2020/21 revenue balances at 31 March 2021;**
- (b) Notes the projected revenue balances as at 31 March 2022 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) Pitch and Play Park Replacement Fund
- (f) Capital Fund

4 BALANCES

4.1 Appendix 1 summarises the projected transactions and resultant projected balances at 31 March 2022 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 at least **£6.315m** at 31 March 2022 which is in line with the recommended level included in the 2021/22 Financial Strategy approved by Council. A further £2.256m from the 2020/21 underspend is currently held in unallocated balances to support COVID-19 pressures giving a current balance of £8.571m. It should be noted that due to the ongoing implications of COVID-19, any year end overspend as a result of the COVID-19 pandemic, beyond the provision contained in the COVID-19 unallocated balances, will require to be funded from general fund reserves.

4.2 The projections in the statement attached in Appendices 1, 2 and 3 are based on actual expenditure and income to 30 June 2021 and are summarised in the table below.

	31/03/21	31/03/22	Movement
BALANCES	£m	projection	£m
	£m	£m	
Earmarked Balances (non DSM)	24.362	11.361	(13.001)
Earmarked Balances (DSM)	1.220	0	(1.220)
Allocated Balances	2.027	2.027	0.000
General Fund (Unallocated Reserve)	6.315	6.315	0.000
Unaudited 2020/21 revenue outturn	2.516	2.256	(0.260)
Corporate Property Repairs & Renewals Fund	0.362	0	(0.362)
Plant & Vehicles Renewals Fund	7.967	9.347	1.380
Insurance Fund	1.533	1.811	0.278
Pitch & Play Park replacement fund	0.592	0.953	0.361
Capital Fund (exc. Developer Contributions)	1.370	0.900	(0.470)

	48.264	34.970	(13.294)
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- 4.3 Key movements in the General Fund allocated balances during 2021/22 to date are as a result of:
- Allocation of £0.260m of 2020/21 outturn underspend to support the 2021/22 revenue budget as approved through outturn.
 - Movement in earmarked balances is as a result of earmarked balances carried forward from 2020/21 being applied in 2021/22 as planned, with the exception of £10.581m one-off COVID-19 balance being retained in the COVID-19 reserve to support pressures on the revenue budget as the financial year progresses.
- 4.4 The Corporate Financial Risk Register was considered at the Council Meeting on 19 March 2021 and identified potential risks including the failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. £6.315m is the recommended level of General Fund Reserve identified in the Financial Strategy approved by Council on 19 March 2021. The unallocated balance projected at the 31st March 2022 equates to 2% of net revenue expenditure and is sufficient to cover 49% of the risks identified in the finance risk register should they be realised. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.
- 4.5 Allocated balances have been maintained at £2.027m to date in 2021/22:

ALLOCATED BALANCES	31st March 2021 £m	Increase during 2021/22 £m	Released during 2021/22 £m	31st March 2022 £m
Municipal Mutual	0.233	0	0	0.233
Adverse Weather (including flood)	1.000	0	0	1.000
Workforce Management	0.794	0	0	0.794
Total	2.027	0	0	2.027

- 4.6 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. 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 Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and comments received have been incorporated into this final report.

Approved by

David Robertson

Signature

Executive Director, Finance & Regulatory

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. Suzy Douglas can also give information on other language translations as well as providing additional copies.

SCOTTISH BORDERS COUNCIL
GENERAL FUND BALANCES AT 31 MARCH 2022

	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 2021	8,831	1,220	24,362	2,027	36,440
Projected Income (RSG, NDR, Council Tax)	292,531				292,531
Projected Net Revenue Expenditure	(306,751)				(306,751)
Earmarked Balances from previous year	17,258	(1,220)	(16,038)		0
Earmarked Balances to future years	(3,037)		3,037		0
Draw down from unallocated reserve	(260)				(260)
Projected Balance at 31 March 2022	8,571	0	11,361	2,027	21,959

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SCOTTISH BORDERS COUNCIL
REVENUE FUND BALANCES AT 31 MARCH 2022
(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	PITCH & PLAY PARK REPLACEMENT FUND £'000's	TOTAL £'000's
Balance at 1 April 2021	362	7,967	1,532	592	10,453
Projected Income	2,222	2,143	1,707	361	6,433
	<u>2,584</u>	<u>10,110</u>	<u>3,240</u>	<u>953</u>	<u>16,887</u>
Projected Expenditure	2,584	763	1,429	-	4,776
Contribution to Reserves					-
Transfer to/from General Fund					-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Projected Balance at 31 March 2022	-	9,347	1,811	953	12,111

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SUMMARY OF CAPITAL FUND

	Balance as at 31/03/21 £'000	Balance as at 31/03/22 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	-	-
Technical Services	1,111	845
Education & Lifelong Learning	4,674	4,219
Planning & Economic Development	-	-
Social Work - Affordable Housing	361	332
Accrued Interest	574	574
Sub Total Developer Contributions	6,720	5,970
Capital Receipts	1,370	900
Total	8,090	6,870

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INCOME MANAGEMENT POLICY

Report by Executive Director Finance & Regulatory

EXECUTIVE COMMITTEE

17 AUGUST 2021

1 PURPOSE AND SUMMARY

- 1.1 **The purpose of this report is to present the updated Income Management Policy to the Executive Committee for approval.**
- 1.2 The Income Management Policy supplements the Financial Regulations on Banking Arrangements, Income, Petty Cash, Cash Floats and Security, and therefore has the same standing as the Financial Regulations.
- 1.3 **Appendix 1** contains the Council's Income Management Policy, which has been amended to reflect changes to Council structure, roles and responsibilities, and working practices.

2 RECOMMENDATIONS

- 3.1 **It is recommended that the Executive Committee approve the amendments to the Income Management Policy (Appendix 1).**

3 BACKGROUND

- 3.1 The Executive Director, Finance & Regulatory has responsibility, under Section 95 of The Local Government (Scotland Act) 1973, for the proper administration of the financial affairs of the Council, which includes the effective management of income by Officers of the Council.
- 3.2 The Income Management Policy is intended to offer guidance to managers and staff on the minimum required procedures for the collection, control and banking of Council income. For the purpose of this Policy income includes that received direct by cash, cheques, credit cards and debit cards and cash floats held on Council premises.
- 3.3 The Income Management Policy was previously approved in March 2012; this is an update in line with changes in Council structure, roles and responsibilities and working practices.

4 THE INCOME MANAGEMENT POLICY

- 4.1 The Income Management Policy, as shown in **Appendix 1**, sets out the minimum standard that must operate throughout the Council. Managers may incorporate additional procedures only if they enhance the requirements of this Policy; daily processes may vary from service to service but this Policy is a corporate document that applies to all and must be adhered to at all times.
- 4.2 The Policy will apply to all areas of the Council accepting, processing and raising any types of income, accepting cash or taking card payments. The Policy objectives are to ensure all income received and held by the Council is completely and accurately accounted for and banked promptly; all income is held safely; and customers' card data is not compromised.
- 4.3 It is essential that income is collected effectively by the Council, and that debt owed is kept to a minimum. This is because the Council has both a legal duty and a responsibility to its citizens to ensure that income due is maximised and paid promptly. All staff with responsibility for income generation and collection need to be aware of and comply with the Income Management Policy that the Council operates.
- 4.4 From a Payment Card Industry (PCI) perspective there are strict standards that have to be maintained corporately and by individual staff when accepting card payments. The Income Management Policy incorporates these requirements, and the relevant training that staff must complete.

5 IMPLICATIONS

5.1 Financial

There are no further financial implications relating to this report. The implications, including financial, from the Council's approach to income collection activity are explained in detail within **Appendix 1**.

5.2 Risk and Mitigations

The risks to the Council of not implementing a consistent approach to managing debt and maximising income are high. The current economic conditions and Council savings targets cannot be addressed unless an efficient and effective approach to income collection and recovery is embedded across the organisation. Failure to implement the key controls contained within the Policy may result in the loss of income, services and an increased and unsustainable debt position.

5.3 Integrated Impact Assessment

There is no impact or relevance to Equality Duty or the Fairer Scotland Duty for this report. This is a routine amendment to an existing policy which forms part of the financial governance of the Council. Nevertheless, a light touch assessment has been conducted and this will be published on SBC's Equality and Diversity Pages of the website as in doing so, signifies that equality, diversity and socio-economic factors have duly been considered when preparing this report.

5.4 Sustainable Development Goals

There are no direct economic, social or environmental issues with this report which would affect the Council's sustainability policy.

5.5 Climate Change

There are no direct carbon emissions impacts as a result of this report.

5.6 Rural Proofing

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

5.7 Data Protection Impact Statement

It is anticipated that the proposals in this report will have a minimal impact on data subjects and the Data Protection Officer has confirmed that a Data Protection Impact Assessment is not required.

5.8 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

6.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

David Robertson
Executive Director Finance & Regulatory

Signature.....

Author(s)

Name	Designation and Contact Number
Kirsty Robb	Pension & Investment Manager – 01835 825249
Sara Halliday	Treasury Business Partner – 01835 824000, Ext 5854

Background Papers:

Previous Minute Reference: not applicable

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

Contact us at Pension & Investment Team, Finance, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 825249 Fax 01835 825166. email: <mailto:treasuryteam@scotborders.gov.uk>

Scottish Borders Council

Income Management Policy

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1. INTRODUCTION

The Income Management Policy supplements the Financial Regulations on Banking Arrangements, Income, Petty Cash, Cash Floats and Security and, therefore has the same standing as the Financial Regulations.

Managers must ensure that all staff within their service have read and understood the Income Management Policy and that they are complied with at all times. Furthermore, all staff involved in cash handling and banking should be made aware of the requirements of and have access to the Policy. Management and staff should be advised that disciplinary action may be taken against them if they fail to comply with the Policy.

The procedures represent the minimum standard that must operate throughout the Council. Managers may incorporate additional procedures only if they enhance the requirements of this Policy. Under no circumstances should the requirements of this Policy be reduced or omitted.

The Income Management Policy is intended to offer guidance to managers and staff on the minimum required procedures for the collection, control and banking of Council income. For the purpose of these Procedures income includes that received direct by cash, cheques, credit cards and debit cards and cash floats held on Council premises.

Daily processes may vary from service to service but this Policy is a corporate document that apply to all and must be adhered to at all times.

1.1 Objectives:

- All income received and held by the Council is completely and accurately accounted for and banked promptly
- All income is held securely
- Customers card data is not compromised

1.2 Why is this important?

- Income is a vulnerable and attractive asset. It can easily be misappropriated if not effectively controlled
- Effective controls over cash collection, retention and banking systems are necessary to ensure that all income due to or held by the Council is identified, collected, receipted and banked properly and promptly

1.3 What are the Key controls?

- All income due to or held by the Council is identified and charged correctly, in accordance with an approved charging policy
- All income is collected from the correct person, at the right time, using the correct procedures
- All income received by an employee on behalf of the Council is paid without delay to the correct reference/income code
- All income collected and deposited is regularly reconciled
- All income kept on Council premises is held securely

- All income is recorded in the Council’s Income Management System (ICON)
- All income is monitored for budget purposes

1.4 Civica Icon – Income Management System

The Council uses the Civica Icon income management system for cash collection, income distribution, automated telephone payments, on-line payments and bank reconciliations.

Icon is the de-facto standard for all payment processing. All new IT systems with any income collection capabilities must utilise ICON unless there is written agreement from the Executive Director Finance & Regulatory on consideration of the business case to support an alternative approach.

All new systems not granted exemption must be capable of interfacing with ICON and its existing file formats. All new interfaces are by default the responsibility of the new system implementation team or project team and not the ERP Systems Support Team.

All new interfaces or extending the use of existing interfaces to new income streams must be agreed with the ERP Systems Support Team who will be responsible for testing any new interfaces, income streams or changes to existing interface and the Income and Reconciliation Team in advance of any development work commencing.

1.5 Roles and Responsibilities

Stakeholder	Key Role & Responsibilities
Customer	To make payment for goods or services received within the terms and conditions of the service provision.
Executive Director Finance & Regulatory (Section 95 Officer)	To be accountable for the effective management of income by Officers of the Council.
Corporate Management Team	To be accountable for the effective management of income by Officers of the Council.
Directors	<p>Ensure Financial Regulations and the Scheme of Delegation in relation to the collection of income is adhered to.</p> <p>Ensure the parts of Corporate Policy & Strategy that apply to their directorate are correctly followed.</p> <p>Proactively support the achievement of corporate targets for debt collection.</p> <p>Ensure that Budget Managers are fully aware of their income management responsibilities.</p>

Stakeholder	Key Role & Responsibilities
	<p>Ensure that relevant income management systems and procedures are put in place.</p> <p>Ensure that employees involved in the income collection process are appropriately trained and the quality of training is kept under continuous review.</p>
ERP Systems Support Team	<p>Day to day administration and development of the Icon application.</p> <p>Setting up of all user accounts and user administrations on confirmation of training being undertaken.</p> <p>Setting up of all income stream system configurations</p> <p>Setting up and administration of importing and exporting of interface files.</p> <p>Ordering and coordination of chip and pin devices locations etc.</p> <p>Key point of contact with Civica.</p> <p>Key point of contact with CGI.</p> <p>Reconciliation of daily interfaces to and from Icon.</p>
CGI	<p>Responsible for infrastructure for which the application runs</p> <p>Ensure interfaces from and to feeder systems are enabled</p> <p>External whitelisted IP address is being used and registered with Civica</p> <p>Responsible for implementation of replacement of chip and pin devices</p> <p>Responsible for the locally hosted applications and transactional database</p>
Income and Reconciliation Team	<p>Ensures that the Council manages income effectively through the development and implementation of a corporate policy.</p> <p>Ensure that the right messages on the Council's approach to income management are conveyed to all stakeholders simply, clearly and effectively.</p> <p>Ensure that effective systems and procedures for financial administration are in place so that income collected and payments made are accurate, complete, timely and in accordance with legal and regulatory requirements.</p> <p>To discuss and promote action on consistent income management.</p>

Stakeholder	Key Role & Responsibilities
	<p>To promote and communicate income management and to involve all officers in the process.</p> <p>To scrutinise and provide assurance to directorate management on the processes and procedures.</p> <p>Ensures that proper accounting practice, reconciliation and control of the Income Management function.</p>
Civica	Responsible for hosted application
Anyone that processes Income due to SBC	<p>Raise the charge in a timely fashion either prior to or immediately following the provision of the goods or service.</p> <p>Ensure that the payment is processed efficiently immediately following receipt of the income.</p> <p>Escalate the recovery processes in a timely and controlled manner consistent with established procedures.</p>
Anyone responsible for Income due to SBC	<p>Provide simple documentation with clear information to help the Customer make payment easily and ensure that the payment is recognised by the Council's systems.</p> <p>Ensure that the procedures are clearly documented to enable those processing income to complete the transactions efficiently.</p> <p>Provide appropriate initial and refresh training to equip those involved in the processing of income to understand the systems and procedures under guidance from the ERP Systems Support Team.</p> <p>Maintain appropriate systems to record, process and store income data.</p>

1.6 User Access and Training

Requests for a new users account must be requested by the individual's line manager.

Training modules on SBLearn must be completed before a new user account will be set up to ensure compliance and understanding of the Anti-Money Laundering Laws, Chip and Pin Security and Acceptable Use Policy for Chip and Pin 2013. A report from SBLearn will confirm when the modules have been completed. The Line Manager must also confirm that the Income Management Policy and Procedures have been read.

Only when appropriate training of new users has been carried out in conjunction with the issue and familiarisation of the Icon user manual and has been confirmed by the Line Manager will a valid user account be created and issued by the ERP Systems Support Team.

1.7 About this Policy

1.7.1 Who does this policy apply to?

These rules are applicable to all areas of the Council accepting, processing and raising any types of income, accepting cash or taking card payments

1.7.2 Who do I contact for further information?

For further information, please contact the following departments: -
Income and Reconciliation Team

Email complianceandcontrol@scotborders.gov.uk

Or

ERP Systems Support

Email businessworld@scotborders.gov.uk

1.7.3 Review of this policy document

This document is owned by the Income and Reconciliation Team and as such will be reviewed annually in January each year. Next review January 2022

2. INCOME MANAGEMENT SYSTEM

The Council's Income Management system, Icon, is supplied by Civica UK Ltd and was last upgraded in November 2019 to the latest available version.

The system is comprised of a Civica hosted, cloud customer facing application that is used for the taking and processing of all customer payments and a locally hosted, transactional database for the distribution of income to back office applications.

Hosted	Module	Function
1.	WebPayStaff	Enables the public to make either face to face or telephone assisted payments via cash, cheque, debit or credit card (inc chip and pin)
2.	WebPayStaff – Maintenance	Enables system administrators to set maintain the user base and system configuration parameters (inc payment options) within the system
3.	WebPayStaff – Reporting	Allows staff to run reports
4.	WebPayPublic	Allows customers to pay via the Internet
5.	ATP (Automated Telephone Payments)	Allows customers to make payments 24hrs a day over digital telephones
6.	PaylinkXML	Allows integrated payment with other applications (e.g. Jadu, Planning Portal etc.)

7.	ServicePay	Enable the easy setting up of miscellaneous templated payment streams
Local	Module	Function
1.	Workstation	Allows the journaling of bank suspense items
2.	Reporting	Allows users to report on all transactions
3.	Interface	Enables the importing of bank statements and transactional files and exporting of income received to back office applications
4.	Technical	Holds all the configuration of interface specifications and validation rules within the system
5.	Management	Enables the setup of back office users and system configuration
6.	eReturns	Enables banking returns to be submitted electronically
7.	Bank Reconciliation	Facilitates the automatic bank a/c reconciliations

2.1 System Administration

The Income and Reconciliation Team are responsible for all policy and procedures relating to the management and collection of income. The day to day administration and development of the system is carried out by the ERP Systems Support Team:

Function	Contact Details
New users and Password re-set	ERP Systems Support Team
Creation of new income streams System upgrades and development System Configuration	Businessworld@scotborders.gov.uk
Reports Payment Tracing Allocation of Income Reconciliation of Income	Income and Reconciliation Team at breturns@scotborders.gov.uk

2.2 Disclosures

Any members of staff with full administration access to Icon must have the appropriate PVG disclosure.

2.3 Sharing Passwords

Under no circumstances should members of staff share passwords. Such action would constitute a breach of the Password Policy.

2.4 Passwords

Hosted Modules

The minimum length of passwords is nine character long and must include alpha and numeric characters. Passwords will expire every 90 days and users cannot reuse any previously set passwords. User have 3 attempts to log into the application before they will be automatically locked out and will then need to seek assistance. If a user has not successfully logged into the system for 90 consecutive day's they user account will be automatically disabled.

Local Module

The length of the password must be between seven and eight characters long and alphanumeric. Password will expire every 365 days users cannot reuse any previously set passwords.

Should users have issues in logging into the system, they should contact the ERP Systems Support Team via emailing businessworld@scotborders.gov.uk

2.5 Leavers

Line Managers are responsible for informing the ERP Systems Support Team when users leave the Council or move from positions that require access to Icon.

3. RECEIPT OF INCOME

Each Officer is responsible for ensuring that all income due to their service is received and is completely and accurately accounted for.

All income received must be receipted immediately upon being received and must be recorded by the issue of an official Council receipt or cash register receipt. *(It should be noted that income received through the post may not be receipted immediately and should be recorded at the time of post opening pending transfer to staff for receipting.)*

3.1 Issuing manual official receipts

Manual receipts must only be issued where a cash register is not operated or where it is temporarily out of action, e.g. awaiting repair. Manual receipts must be dated, the payers name recorded and all required information completed. Only then should the receipt be signed by the member of staff collecting the income.

3.2 Receipt of Cheques

Where cheques are tendered by individuals at the time of payment or received in the post at HQ the following information must be written on the back of the cheque:-

The fund and reference number (eg CTax/NDR number, AR invoice number or FIS code) of where the income is to be posted to should be written on the back of the cheque along with the name and address of the person tendering the cheque where applicable.

- Personal cheques (staff and public) must not be exchanged for cash
- All cheques should be made payable to "Scottish Borders Council" and crossed "a/c payee only". The location where the cheque was received should be identified clearly on the back

3.3 Post-dated cheques

3.3.1 All post-dated cheques received are to be returned to the payee unless the cheque is dated within a week of receipt. The cheques should be placed in a safe, to be actioned on the date of the cheque

3.3.2 Cheques returned to payees are sent with a cover letter explaining that we are unable to accept the cheque due to it being post-dated and ask them to amend the cheque and re-send it to SBC

3.4 Receipt of credit/debit cards

3.4.1 Card payments must be input straight into the Icon system. Card details must not be written down. If information is provided by the customer in writing, this information must be securely destroyed immediately after processing

3.4.2 Income from credit and debit cards will be controlled in much the same way as income received by cheque. Card validation will be carried out automatically by the system, but will need to be identified separately on banking records in order that the income can be traced by Finance when received through the banking system. This is because there is a delay in receiving income from these transactions

3.4.3 Copy Receipts must be kept secure and locked cupboard or safe. When receipts are being destroyed, they must be shredded and disposed of or placed in an appropriate confidential waste bin for disposal

3.5 Retention of Receipts

Copy Receipts should be retained in accordance with the Council's document retention policy. At the moment this means they should be kept for the current year plus six.

4 CASH CONTROLS & SECURITY

Financial Regulations requires that each member of staff is responsible for ensuring that all income received is accurately accounted for and banked. In order to satisfy the requirements of these Regulations it will be necessary to establish and operate basic controls over cash, including cheques, and safes as follows.

4.1 Control of cash collected

Council insurance cover allows for up to £20,000 in a locked receptacle, e.g. till or cash box, and up to £50,000 in a locked safe or a strong room. Managers and the Internal Audit Service can place more restrictive limits to

encourage safer cash handling. Therefore, care should be taken to avoid amounts held at any time being in excess of the above limits or those imposed by Finance/Internal Audit. Regular banking should therefore take place to ensure cash does not build up.

Where cash and cheques are received the following controls must be applied:

- All cash and cheques must be held securely when on Council premises ideally in a safe or in lockable cash boxes where a safe is not provided. Insured limits must be adhered to
- Any floats must be held in a safe, or lockable cupboard/drawer or cash boxes for smaller amounts when not in immediate use
- Cash and cheques held before banking must be held in a safe or cash box pending the banking
- Access to safes will be limited to the delegated Cashier and or Manager
- Safe Keys must be held on the person of the authorised key holder at all times or alternatively stored in a key safe and must not be left unattended on the premises as this will invalidate insurance cover
- Till keys must be held on the person at all times and not left in the drawer
- Tills must not be shared and remain the responsibility of the cashier

4.2 Collection of CASH from parking ticket machines, toilets and school catering income.

4.2.1 Income from parking ticket machines and SBC toilets are now collected by a third party company and all monies are paid to an SBC bank account where it is reconciled and any discrepancies notified to relevant department and where necessary Internal Audit Department

4.2.2 The following procedure relate to machines that are controlled by the council, although School catering income is collected from the schools by a third party and adheres to the above (4.2.1) the following must be followed where schools use cash machines to allow contactless card payments at their own tills

4.2.3 All keys must be kept securely and only issued to and used by members of staff authorised to do so by the Cost Centre Manager

4.2.4 Cashing up – Machines

When it is required that machines are to be emptied the following procedure must be applied:-

- Machines must be emptied by two members of staff

- Those collecting the cash must jointly count, verify and record the income collected

A record of income collected from the machine must be maintained showing the following:

- Date of collection
- Cumulative meter readings, if available
- Income receivable according to the meter readings
- Actual cash taken
- Any overs or unders
- Signatures of the two members of staff undertaking the collection

4.2.5 Reconciling total income for collection by third party:

- Cash must be counted by two members of staff, verified and a record kept of the income that is being collected by courier
- All paperwork must be complete and initialled by two members of staff
- Ensure signature and receipt is received from courier on collection
- Income return emailed to banking return to enable reconciliation on receipt of funds into SBC bank account

4.3 Security of and Access to Safes

- Only authorised key holders will have access to the safes
- Whenever access to the safe will be required, a member of staff with authorised access will be on site
- Safe keys must be retained on the person of the authorised key holder at all times when on duty
- Safe keys must not be left on the premises overnight unless retained in a key safe
- Records of combination numbers must not be left on the premises at any time
- Where safe keys and/or combination numbers are given to a member of staff, the appropriate key register must be signed by the member of staff and Manager

- A safe may be open only when in immediate use and when a member of staff with authorised access is in the immediate vicinity
- Whenever an authorised key holder leaves the Council, changes employment or temporary cover ends, the Service Manager or designated person must ensure that the safe key is received and records updated
- Where an authorised combination holder leaves the Council, changes employment or temporary cover ends, the Service Manager or designated person must ensure that the combination of the safe is changed immediately
- Any loss of a safe key must be reported immediately to the Service Manager

4.4 Security of and Access to lockable cupboards, drawers or cash boxes.

Where safes are not operated the following must be applied:

All income must be stored in a lockable cupboard or drawer pending banking

- Where a cash box is used this must be stored in a lockable cupboard/drawer when not in use
- Access to the cupboard/drawer/cash box must be restricted
- Whenever access to the cupboard/drawer/cash box is required, a member of staff with authorised access must be on site
- Keys must be retained on the person of the authorised key holder at all times when on duty
- Keys must not remain on the premises overnight unless retained in a key safe
- The lockable cupboard/drawer/cash box must be open only when in immediate use; and when a member of staff with authorised access is in the immediate vicinity
- Whenever an authorised key holder leaves the Council, changes employment or temporary cover ends, the Service Manager or designated person must ensure that the safe key is received and records updated
- Any loss of a safe key must be reported immediately to the Service Manager

4.5 Security of and access to cash tills

- Members of staff authorised to use the cash till must be given appropriate training in cash handling and correct till procedures

- Cashiers must check the float with Supervisor on collection of till and agree balance
- Cashiers to ensure a maximum working float of £200.00 with surplus funds immediately transferred to a safe
- When the cash stored in the safe reaches £1000.00. The cashier must notify the Supervisor who will transfer the money to the main safe or arrange for it to be banked
- All income received must be processed immediately and placed in till
- Cashier keys, i.e. keys allocated to individual cashiers to gain access to the cash till (where used), must not be left in the cash drawer when not attended by the cashier
- Only the cashier logged on is to use the till during a shift
- All cash to be counted and totals confirmed in the presence of the customer before placing in till
- On receipt of over £1,000, monies must be double checked by another Customer Services Assistant in the presence of the customer
- Ensure customer has written the amount they wish to pay on a credit slip or shows invoice with amount due
- A receipt MUST be given for all cash deposits
- In the event of an incorrect amount being credited, the cashier must notify a Supervisor to carry out the reversal/partial refunds
- At end of shift, the cashier and Supervisor (or equivalent) must balance the till
- All totals to agree
- Any cash differences are to be investigated and if untraced-logged in the Cash Differences Register with both the cashier and Line Managers signature. Customer Services Co-ordinator and Income and Reconciliation Team complianceandcontrol@scotborders.gov.uk to be notified immediately of any differences

4.6 Routine checks

The senior manager must ensure that the following checks are performed, on at least a monthly basis, by a member of staff independent of the day to day

cash operation who must initial the records examined to confirm that the checks have been carried out.

- Review the key registers and Cash difference register to ensure daily records maintained with authorised signatories
- Balance petty cash float and agree totals
- Where irregularities are detected, the Senior Manager must be informed, Internal Audit notified and the matter investigated immediately
- Check that Chip and Pin devices have not been tampered with and that the cables and connectors are still in good working order

4.7 Voiding or cancelling transactions

It is recognised that on occasions staff will make errors when using cash till, e.g. press wrong key. This may involve an over or under ringing that will result in the need to cancel/void that transaction. The procedure in the Icon Customer Present user guide must be followed.

4.8 In the event of a fire/fire drill

Cashiers must log out of Icon, secure chip and pin devices as per Customer Service Policy and lock the cash till/drawer and take key with them.

5. CREDIT AND DEBIT CARDHOLDER DATA

5.1 Security Principles

Credit card processing includes paying on-line, by telephone and chip and pin and must follow specific security rules developed by the Payment Card Industry (PCI) Data Security Standards (DSS). Failure to follow the requirements can result in severe penalties, including fines and prohibition from further acceptance of the credit cards. Users should complete the Acceptable Use Policy for Chip and Pin 2013, Chip and Pin Security and PCI DSS Module in SBLearn to ensure compliance with security for credit card payments and information.

Card Details MUST NEVER be written down to be used later and always ask customers to repeat their details to you when checking you have the correct information required.

5.2 Credit Card Compliance

Departments which accept credit or debit card payments whether over the phone using Civicas's WebPay Staff or in public using a Chip & Pin device should ensure that all staff are aware of and comply with the relevant Payment Card Industry (PCI) Data Security Standards (DSS).

There should not be any stand-alone debit/credit card machines in the Council. Any enquiries about taking credit card payments or purchasing a credit card machine MUST BE directed to the Income and Reconciliation Team. All new card machines must be authorised by them.

5.3 New Chip and PIN machines

Face to face debit or credit card payments must be processed via a chip and pin machine linked to Icon. These devices are located in Contact Centres, Registrars and the Fleet office.

If there is a requirement to install new or replace existing chip and pin devices, the cost must be covered by each service. Enquiries need to be emailed to the ERP Systems Support Team businessworld@scotborders.gov.uk who will request a quote direct from Civica.

Installation of devices are handled by CGI on the request of the ERP Systems Support Team.

5.4 Changes to an Existing Account

Changes to an existing merchant account must be approved by Income and Reconciliation Team or ERP Systems Support Team. Examples of changes are: purchasing, selling, discarding a terminal or purchasing software.

5.5 Credit Card Security Breach

If a potential credit card security breach is detected this must be reported immediately to Income and Reconciliation Team, ERP System Support Team, Internal Audit and Information Management Team.

Scottish Borders Council should be aware of:

- Suspicious behaviour – requesting refund to go to card not used in original transaction
- Transaction that might require further information eg name on invoice does not match card name
- Unusual incidents in audit logs
- User or anonymous report of problems
- Unauthorized security configuration changes
- Unusual traffic or activity
- Lapsed physical security eg holding onto card receipts beyond recommended timescales
- Sensitive information in the wrong place or hands
- User complaint which triggers an investigation
- Loss or theft of a computer or a chip and pin device

5.6 Resolving credit / debit card queries

On occasions it may be necessary to resolve a payment query, resulting from system or network issues.

Staff are **NOT PERMITTED** to transmit, process or store credit card information on Council computer systems or the Internet. The name, address, contact number and details of the query should be obtained from the customer and then if department is unable to resolve the issue it may be necessary to contact the Income and Reconciliation Team or ERP Systems Support Team where further guidance will be given.

5.7 Segregation of duties

Establish appropriate segregation of duties. Staff handling credit card processing are not permitted to authorise refunds back to a card. These are handled via Income and Reconciliation Team and ERP Systems Support Team when required.

5.8 Credit Card Data Retention

Credit card transaction date for both card holder present and card holder not present are held within Icon for 2 years.

6. CASH BALANCING AND BANKING

- All income collected must be balanced on a daily basis by comparing the total of the cash, cheques and credit/debit cards to the receipt totals
- All income received by the Council must be banked intact. Under NO circumstances must retentions or deductions be made to the takings to be banked
- Any shortages in income identified during the cashing up process must not be made up from other sources
- All overs and shortages must be recorded and any significant or persistent discrepancies reported immediately to the Manager and the Income and Reconciliation Team by email to complianceandcontrol@scotborders.gov.uk
- Banking should be made on a regular basis with the minimum being twice per week and always on the last day of the month. Timescale may vary for each area – Customer Contact Centre
- Insured limits must be considered in the retention of income pending banking
- All income must be supported by sufficient documentation to ensure that it can be adequately identified and accounted for. This will include the

recording of seal numbers on the paying in slip where sealed security bags are used

- Care must be taken to ensure that paying in slips are completed clearly in order that income can be identified and allocated correctly
- Banking should be made at the nearest Bank, Post Office or Mobile Banking Unit to the office. Where set banking days have been established try to vary the time of day if possible that staff take funds. If a banking day falls on an official bank holidays then banking may be done on the first appropriate working day following the official holiday

6.1 Daily Cash Balancing

- Daily cash balancing must be completed by two members of staff
- The income must be jointly counted, verified and recorded
- Cash books such as Income Returns must be completed showing totals for cash and cheques against the relevant income codes. Credit/debit card transactions must also be recorded a per Income Return/Cash Book
- The reference numbers on the bank paying-in slips must be cross referenced with the income banking sheet submitted to banking returns
- Any irregularities must be reported to the manager immediately

6.2 Cash Banking

When transporting cash/cheques to a bank or post office it is extremely important that all safety measures are followed. The aim is to reduce the risk of exposing personnel to attack and/or injury, whilst carrying money.

The following measures must be adhered to at all times, however they are only the minimum standards and where possible additional precautions should also be taken.

- Up to £2,500 - One person carrying, plus a mobile phone/two way radio
- £2,500-£5,000 – Two persons carrying, plus a mobile phone/two way radio
- £5,000+ - the sum must be split and banked at different intervals
- Regularly vary the time of day where-ever possible that banking is undertaken. As above banking can be made at a bank, post office or mobile banking unit
- If attacked, or attempts made to steal the bag carrying the money – Under no circumstances should personnel attempt any act of bravery

- Always hand over the money to any person attempting to steal the money
- Do not attempt to either fight off or fight back against any attacker as this only increases the risk of serious injury
- Hand over the money and, when able to do so, raise the alarm by calling firstly the Police and then the Council
- Your personal safety is of paramount importance to the authority. The money stolen can be replaced. You cannot!

7. REFUNDS

7.1 Refunds to cards

Refunds to cards are usually made on the same day from ICON where a mistake has been made by the cashier. If it is required to be refunded at a later stage directly to a card, the refund authorisation paperwork must be completed, authorised and sent to Income and Reconciliation Team via breturns@scotborders.gov.uk mailbox or where payment has been made through the MyScotBorders account, notification from Jadu will be received to confirm refund which will be processed through ICON.

Once the transaction has reached the target system e.g. Council Tax the refund should be initiated from that system.

Below is a table indicating the correct method of refund

Payment made by bank transfer	Refund to originating bank utilising Bacs.
If payment made by cheque	Proof required of account that cheque came from. Refund to that account will be made by BACS using source system.
If payment made via the web	Refund to original card via Webstaff.
If payment made by credit card	Refund to original card via Webstaff
If payment made in cash	Refund by BACS to bank account

7.2 Refund Cheques

The Council would prefer to make electronic payments which are both more efficient and cost effective. Every effort should be made to gather information so that payments can be made electronically.

8. REPORTING OF IRREGULARITIES

Any member of staff who thinks that there may have been a theft or other case of misappropriation of the Council's income must inform their line

manager immediately. The line manager must then inform their Service Director and Audit and Risk Department.

Where it is suspected that their line manager may be involved then the Service Director and Internal Audit Service should be informed.

Any member of staff who has any queries with regards to the Banking and Cash Handling Procedures must ask their line manager for assistance. If the query is not answered then advice can be sought from the Income and Reconciliation Team, ERP Systems Support Team or from Internal Audit Service. Please use the following emails for any queries:

complianceandcontrol@scotborders.gov.uk

breturns@scotborders.gov.uk

businessworld@scotborders.gov.uk

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DEBT RECOVERY POLICY

Report by Executive Director Finance & Regulatory

EXECUTIVE COMMITTEE

17 AUGUST 2021

1 PURPOSE AND SUMMARY

- 1.1 **The purpose of this report is to present the updated Debt Recovery Policy to the Executive Committee for approval.**
- 1.2 The Debt Recovery Policy sets out a framework for providing a fair, consistent and transparent approach to collecting sundry debt ensuring that the Council continues to maximise collection performance.
- 1.3 **Appendix 1** contains the Council's Debt Recovery Policy, which has been amended to reflect changes to Council structure, roles and responsibilities, working practices, and an update of Performance Indicators and Targets.

2 RECOMMENDATIONS

- 3.1 **I recommend that the Executive Committee approve the amendments to the Debt Recovery Policy (Appendix 1).**

3 BACKGROUND

- 3.1 The Executive Director, Finance & Regulatory has responsibility, under Section 95 of The Local Government (Scotland Act) 1973, for the proper administration of the financial affairs of the Council. One such area of administration is that relating to Sundry Debtors.
- 3.2 Council Departments raise invoices to charge the general public or businesses for a range of goods or services, such as rent of industrial property, trade waste collection, residential care charges etc. These charges need to be recovered from the debtor; to do this in a uniform way across the Council a policy is required.
- 3.3 The Debt Recovery Policy was previously approved in March 2012; this is an update in line with changes in Council structure, roles and responsibilities, working practices, and an update of Performance Indicators and Targets

4 THE DEBT RECOVERY POLICY

- 4.1 The Debt Recovery Policy, as shown in **Appendix 1**, sets out the principles of recovering debt at Scottish Borders Council and will support officers and Members in understanding the purpose and role of sundry debt collection. The Council is required to collect income from private individuals and businesses for a variety of reasons, some statutory, while others may be discretionary or essential for well being. In undertaking this process it is inevitable that the Council will be required to pursue the recovery of arrears from individuals or businesses that may experience difficulty in paying such accounts. An agreed policy of how debts are managed and collected is important in ensuring consistency and best practice.
- 4.2 The policy will apply to all Council departments and will not prejudice any legal action the Council may wish to take in recovery of the debt. It seeks to be 'fair but firm' and the full range of collection and recovery methods will be exercised if debts are not paid. The policy objectives are to collect debt promptly, effectively, efficiently and economically, while ensuring fair treatment of all debtors.

5 IMPLICATIONS

5.1 Financial

The amendments to this policy should have a positive financial effect as performance targets look to improve the income collection rate.

5.2 Risk and Mitigations

The risks to the Council of not implementing a consistent approach to managing debt and maximising income are high. The current economic conditions and council savings targets cannot be addressed unless an efficient and effective approach to income collection and recovery is embedded across the organisation. Failure to meet these targets may result

in the loss of income, services and an increased and unsustainable debt position.

5.3 Integrated Impact Assessment

There is no impact or relevance to Equality Duty or the Fairer Scotland Duty for this report. This is a routine amendment to an existing policy which forms part of the financial governance of the Council. Nevertheless, a light touch assessment has been conducted and this will be published on SBC's Equality and Diversity Pages of the website as in doing so, signifies that equality, diversity and socio-economic factors have duly been considered when preparing this report.

5.4 Sustainable Development Goals

There are no direct economic, social or environmental issues with this report which would affect the Council's sustainability policy.

5.5 Climate Change

There are no direct carbon emissions impacts as a result of this report.

5.6 Rural Proofing

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

5.7 Data Protection Impact Statement

It is anticipated that the proposals in this report will have a minimal impact on data subjects and the Data Protection Officer has confirmed that a Data Protection Impact Assessment is not required.

5.8 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

6.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

David Robertson
Executive Director Finance & Regulatory

Signature.....

Author(s)

Name	Designation and Contact Number
Kirsty Robb	Pension & Investment Manager – 01835 825249
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Background Papers:

Previous Minute Reference: not applicable

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

Contact us at Pension & Investment Team, Finance, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 825249 Fax 01835 825166. email: <mailto:treasuryteam@scotborders.gov.uk>



Scottish Borders Council

Debt Recovery Policy

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1 INTRODUCTION

The Executive Director, Finance & Regulatory has responsibility, under Section 95 of The Local Government (Scotland Act) 1973, for the proper administration of the financial affairs of the Council. One such area of administration is that relating to Sundry Debtors.

Council Departments raise invoices to charge the general public or businesses for a range of goods or services such as:

- Rent of industrial and commercial land and property.
- Trade and special waste collection.
- Other environmental services.
- Residential Care charges.
- Homecare charges
- Allotment rents.
- Hire of Council premises.

These charges need to be recovered from the debtor. To do this in a uniform way across the Council a policy is required.

This policy applies to sundry debtors only and sets out the general principles in relation to income collection and debt management so that there is a consistent approach. This policy focuses on collecting a charge rather than how that charge has been calculated.

All departments have a duty to ensure that all income due is collected in a timely and efficient manner. The late payment and non-payment of income due to the Council will impact adversely on the Council's cash flow and may place an additional burden on service users through increased charges or reductions in the quality or quantity of the services provided if budgets are restricted.

Our aim is to maximise sundry debt income for the Council so that late and non payment are kept to an absolute minimum. We also recognise that there will be circumstances where some of our service users may be suffering hardship and need help and advice. The approach to debt recovery will therefore be sensitive to individual circumstances and take account of multiple debts owed.

This policy sets out to ensure that all staff in every department provide customers with a fair, consistent and transparent income collection and debt recovery service. It aims to strike a fair balance between the financial needs of the Council and social needs of the customer.

Performance targets for income collection and debt management will be set and these will be monitored at monthly and quarterly intervals. A summary of the quarterly performance outcomes to target will be submitted to the Executive Director, Finance & Regulatory and the relevant Manager responsible for the management of the sundry debt service. They will review the targets annually. There will also be regular benchmarking of income

collection and debt recovery performance against other comparable local authorities with the aim of performing in the upper quartile of comparator authorities.

The overall responsibility for the effective operational implementation of this policy will lie with the Pension & Investment Manager.

2. POLICY AIMS

The key aims of the debt recovery policy are as follows:

- To develop a council wide approach towards debt collection.
- To ensure a professional and timely approach to recovery action is followed consistently across all Council services.
- To ensure that staff in all departments are aware of their responsibilities to carry out effective and timely invoicing and resolution of invoice disputes with customers.
- To ensure a consistent and timely approach to income collection and debt management.
- To improve the levels of income collected and protect the Council's cash flow position.
- To reduce the levels of debt owed to the Council.
- To treat service users consistently and fairly and ensure that an individuals rights are protected.
- To develop good relationships with stakeholders (customers, debt collectors, welfare benefit advisors, social workers etc) to support the fair and effective collection of debts.

3. LINKS TO THE COUNCILS CORPORATE PRIORITIES

Our Debt Recovery Policy is aligned to the Council's commitments under themes which are: Independent Achieving People; Our services for you; Thriving Economy with Opportunities for Everyone; and Empowered and Vibrant Communities.

4. ROLES AND RESPONSIBILITIES

The Executive Director, Finance & Regulatory is responsible for the organisation and supervision of all income arrangements, which includes proper accounting, management reporting, and collection arrangements. To achieve this, the Executive Director, Finance & Regulatory assigns responsibility to the Service Directors across all departments that give rise to the debt or potential income with appropriate support provided by the Credit Control Team.

A full breakdown of roles and responsibilities can be found in Appendix 1.

5. SUNDRY CHARGES

Sundry charges are fees and charges made to the general public and businesses for a wide range of goods or services provided by the Council where payment is not required in advance. The chargeable fees for services are approved by Council in line with national guidelines and legislation where applicable. To minimise the costs involved in the raising of invoices, the originating department should seek permission from the debtor to issue invoices by email and, where agreed, enter these details against the customer record in Business World.

Sundry debtor accounts will be raised in one of two ways:

- Periodic accounts which are raised for re-occurring charges; or
- Sundry accounts for one-off charges

Invoices will not be raised unless:

- The fee or charge has been set by the Council
- The charge could not have been obtained in advance
- The charge is collectable
- The charging department has evidence to support the raising of a charge (i.e. order, written contract, statutory obligation etc)
- There is a realistic prospect that debt can be recovered
- The invoice is being requested in a timely manner following the goods and/or service being provided ideally within 30 days of service delivery
- There is a contractual obligation, for example peppercorn rents, officers must not raise an invoice for a debt less than £20.00 as it is uneconomical. Officers are encouraged to collect income of less than £20.00 in other ways, such as payment in advance by telephone or internet. In some service areas, where the individual amounts charged are very small, consideration should be given to alternative methods of funding, although it is recognised that raising an invoice may be the only solution.

All invoices will be dispatched within five working days of the charge being raised.

Where it is established that an invoice has been raised erroneously, the invoice will be cancelled immediately by the raising of a credit note, ensuring there is an audit trail.

5.1 Payment Dates

For the purposes of good administration the payment date for invoices paid by direct debit will be 1st or 15th of the month. All other invoices will be 30 days after the invoice date.

5.2 Payment Terms

The Council's standard terms require payment to be made within 30 days upon receipt of the invoice. However, where charge is made in advance for an ongoing service, e.g. residential care fees, then the originating department will enter instalment facilities on the invoice. These terms are set by the Charging Policy.

For 30 day terms cases, payment by instalments will be considered by the Credit Control Team if requested in cases where the settlement of a debt in full will cause financial hardship. In such circumstances, payment by direct debit is preferred.

5.3 Advanced Payment

Where practical and legally allowable, advance payment can be requested for all services, or by the debtor signing a direct debit agreement form before the provision of service. This minimises the financial risk to the Council.

6 ISSUING OF INVOICES

It is important that customers are made aware at the point of service that they will be invoiced, that invoices are issued promptly and that they are both clear and concise. We are also committed to issuing invoices that are right first time.

We will ensure that all invoices are:

- Accurate (based on the information we hold)
- Clear, jargon free and written in plain English
- Available in Braille, large print or other language if required
- Promptly issued

We will ensure that all bills and invoices contain the following details:

- A clear description of what the charge is for
- The amount due (and where appropriate any instalment amounts and dates). The payment date is the date the payment should reach the Council.
- How the payment can be made
- The contact point for query of the invoice or to discuss payment
- What will happen if the customer does not pay

Problems and discrepancies raised by customers will be resolved as quickly as possible to prevent unnecessary delays in payment (see 15. Disputed Invoices).

Attachments - Departments wishing to send attachments should ensure that they are typed and look professional.

Evidence - All invoices raised must be properly supported by documentary evidence that supports the debt. Where required by the debtor, a Purchase Order Number must be included on the invoice. All appropriate contracts must be signed by the legal entity responsible for making payment, e.g. Power of Attorney (POA) where person receiving service lacks capacity. Evidence of legal responsibility e.g. POA Certificate, must be held on file as this will be used for resolving any disputes and recovering the debt.

6.1 Issuing of Credit Notes

In conjunction with Financial Regulations there must be a clear distinction between raising a credit note and writing off a debt.

A credit note to cancel or reduce a debt must only be issued to:

- a) Correct a factual inaccuracy;
- b) Correct an administrative error;
- c) Process a discount granted by the Director of the department where the account was originated;
- d) Cancel an invoice that was raised without reasonable prospect of recovery;
- e) Cancel an invoice where dispute cannot be settled within 28 days.

All credit notes require approval by authorised staff before they can be processed and an explanation for the credit note must be stated in every case.

6.2 Issuing of Refunds

Where an account goes into credit as a result of an overpayment or a credit note, the Credit Control Team will look to refund the credit directly to the customer within 28 days. Where a Customer has another invoice or another debt to the Council outstanding such as Council Tax or Business Rates, the credit will be offset against this first.

7. PAYMENTS

It is recognised that the easier it is for customers to pay, the more likely that payment will be made and the less likely that debts will accrue.

Direct Debit

We will promote Direct Debit as the preferred method of payment as this has benefits for both the Council and its customers. We will also ensure that other cost effective payment methods are promoted in order that collection costs are kept to a minimum.

The accepted forms of payment to Scottish Borders Council are:

- Direct Debit
- Direct bank transfer
- Debit Card (Visa & Mastercard)
- Credit Card (Visa & Mastercard)
- Cash (Sterling) via Paypoint, Post Office
- Cheque (Sterling)
- Standing Order

Contact Centres do not take cash for payment of sundry debt invoices. However, all invoices and reminders have a printed barcode which can be taken to any Post Office or Paypoint outlet in the UK for payment.

All payments will be processed in accordance with the Council's Income Management Policy.

8. APPROACH TO DEBT MANAGEMENT

The effective management of debts owed to the Council is crucial in terms of maximising income in order to avoid an increase in costs or decrease in the quality and quantity of services provided. The majority of our customers make their payments on time but there will still be a significant number who do not.

When pursuing debts we will abide by the following principles:

- Our action will be **proportionate**
- Our approach will be **consistent**
- Our actions will be **transparent**

Our overall approach to the collection of all debts owed to the Council will be:

- That our customers have a responsibility to pay their invoices on time;
- To treat all customers fairly and consider all the available information before taking enforcement action;
- To take prompt, appropriate and effective action to recover debts;
- To take a holistic approach to the collection of multiple debts owed to the Council;
- To provide appropriate advice and support to increase the debtors ability to pay;
- To make sure that enforcement action is appropriate to the circumstances;
- To use legal proceedings in appropriate circumstances;
- To recharge the costs of taking legal proceedings to the debtor where the Council is legally entitled to do so;
- To consider charging interest where payment is beyond the period allowed for payment if the Council is legally entitled to do so;
- To offset any debt due from payments due to be made by SBC, where agreed;
- To protect the interest of Council Tax payers within the Scottish Borders by taking action to secure legal rights to recover the debt.

We recognise that taking legal proceedings is a serious step and will always consider alternative actions. Whilst every effort will be made to support our customers to manage their Council debts, legal proceedings will be pursued where customers fail to pay or make contact or do not keep to a repayment agreement.

When pursuing legal action we will deal with debtors even-handedly and inform them in writing at each stage of the legal process.

Even where legal proceedings are being pursued our Legal staff or representatives will continue to maintain contact with the debtor in an effort to obtain acceptable payments which will enable the suspension of legal proceedings.

9. RECOVERY PROCESS

Where an invoice remains unpaid after 30 days, reminder letters will be sent to the debtor. If after two reminder letters there is no payment, contact or repayment agreement in place then the recovery processes will commence.

We will commence proceedings to obtain a decree for the debt outstanding where the following circumstances apply:

- Failure to pay the full amount due, there is a good chance that legal action will be successful and it is economic to pursue a debt.
- Failure to agree to a suitable repayment plan if the full amount cannot be paid in full.
- Failure to comply with a repayment agreement.

Once a decree has been obtained, if the debtor does not comply with the terms of the judgement we will take further proportionate enforcement action by obtaining one of the following:

- Use of Sheriff Officers
- Arrestment of Earnings or Bank Accounts
- Commence bankruptcy/insolvency proceedings

In appropriate circumstances we will reserve the right to pursue alternative courses of action. This may include the use of external collection agents where appropriate and cost effective.

We will also reserve the right to terminate any non-statutory services where payments are not made in accordance with the payment terms, bearing in mind the vulnerability of the debtor. Where a service must continue due to a debtor's vulnerability, the issuing department will be responsible for meeting the cost and no invoices will be issued.

10. CUSTOMER CONTACT

The need for customers to get in touch is central to our debt recovery process and we will encourage customers to make early contact to discuss any difficulties before debts become onerous and unmanageable.

Where a customer does not pay or contact us following a reminder or warning letter our staff or representatives will make proactive attempts to make and maintain contact with the customer by:

- Telephone
- Text
- Email
- Office interview

We expect our largest debtors to be contacted regularly to establish good relationships and timely payment.

During all personal contact with customers our staff will:

- Identify the reason for non-payment;
- Undertake a financial assessment with the customer's agreement where possible;
- Provide help and advice;
- Make the customer aware of the consequences of non-payment.

10.1 Letters to Debtors

We will promptly advise customers of any overdue payments and will send reminder letters/emails in order that the customer is given an opportunity to rectify any missed payments.

We will ensure that all our communication:

- Is clear, jargon free and in plain English;
- Clearly shows the amount outstanding and by when it should be paid;
- State the action which will follow if payment is not made;
- Contain details on who to contact to discuss the outstanding debt;
- Detail how payments can be made.

11. REPAYMENT ARRANGEMENTS

In some cases it may be necessary for the Credit Control Team to make instalment arrangements. These will not be set up where payment can reasonably be made in full; however, it is recognised that some customers will not be in a position to clear the full amount due. All repayment arrangements will be based on the principle of preventing further debt.

Where a customer is having difficulty in paying the full amount, Recovery Officers will consider the circumstances and, if appropriate, agree a repayment arrangement based on the following criteria:

A repayment arrangement will be agreed with debtors in the following circumstances:

- Where the debtor is on low income and likely to suffer financial hardship;
- Where the debtor is suffering hardship, is in poor health or is vulnerable.

In appropriate cases e.g. particularly low repayment proposal, arrangements entered into will be subject to a financial appraisal to assess their disposable income using the proforma in Appendix 3 and debtors will not be placed in a position of being required to pay at a rate that they clearly cannot afford. In addition, neither will the debtor be allowed a rate of repayment that the debt is not repaid within a reasonable period.

A failure of the customer to maintain the arrangement will result in recovery action being escalated and the possible withdrawal of the service.

11.1 Arrangement Guidelines

Only Recovery and Legal teams can make repayment arrangements, however there may be liaison with departments for further information. This is because

these teams have an overall picture of the debtor who may owe the Council money for other debts.

Value Terms (from date of invoice)

- Debts below £500 - No more than 3 months
- Debts below £1,500 - No more than 6 months
- Debts below £2,500 - No more than 9 months
- Debts £2,500 and above - No more than 12 months

In order for an individual debtor to receive more than 12 months credit, a detailed income and expenditure sheet, as shown in Appendix 3, should be completed for their case to be considered. For a business, their latest accounts should be submitted along with their latest balance sheet for consideration by the Income & Reconciliation Manager.

11.2 Arrangement Principles

- Repayment arrangements will normally be accepted by Direct Debit. In exceptional circumstances other payment methods can be used where a debtor can show that they cannot pay by this method but can give other assurance such as their employers name and address or evidence of an asset that the debt can be recovered against;
- The responsibility for making sure that the agreed payment reaches the account by the due date remains with the customer;
- Recovery action will be suspended providing the customer maintains payments in accordance with the agreement;
- Where there is a significant change to the debtors circumstances the repayment arrangement will be re-evaluated;
- Prompt recovery action will be taken in respect of missed payments;
- Low value arrangements should be reviewed on a regular basis to see if payments can be increased.

Should a customer default on a repayment arrangement, the Credit Control Team will escalate the recovery action to the next stage which could be passing to the Council's Legal Department for Court Action or alternatively to a debt collection company.

11.3 Arrangement Exceptions

Where a customer or their representative wishes to make an arrangement to pay (at any recovery stage including legal) and the balance owed exceeds £50,000, before the arrangement is agreed it must be passed to the Executive Director, Finance & Regulatory with all backing papers for a formal decision to be made.

12. ENFORCEMENT ACTION

The Council will take all necessary actions to recover any debts owed. In order to achieve this objective we will engage the Council's Legal Department, Sheriff Officers and debt collection agents in the process of recovering Sundry Debts.

We will ensure that all private enforcement agencies employed are members of a recognised trade association which has a code of guidance by which its members are bound.

The external agencies we use will also be bound by a service specification or code of practice issued by the Council to ensure that debtors are treated fairly and in accordance with the principles contained in this policy. We will closely monitor that external agencies are complying with the Council's Code of Practice.

Where Sheriff Officer action is taken the debtor will incur statutory and other fees which must be paid to the Sheriff Officer.

13. TRACING DEBTORS

In the event of a debtor leaving an address without providing a forward address, we will use various methods for tracing people who owe debts to the Council including:

- Use of data held within other areas of the Council
- Use of Experian and Companies House
- Use of Social Media
- Use of tracing agents
- Personal visits and interviews

14. WRITE OFFS

We normally consider debts owed to the Council as being recoverable. We will seek to minimise the cost of write-offs for each Council Department by ensuring that all debts are subject to full recovery and legal processes as outlined by this policy.

When all means of recovery have been exhausted there will be circumstances when it will be appropriate to consider writing debts off as irrecoverable.

It is recognised that where a debt is irrecoverable, prompt and regular write off of such debts is good accounting practice and will make an adequate bad debt provision for all types of income.

An annual review of the write off provision will be recommended by the Executive Director, Finance & Regulatory and form part of the Council's published annual accounts.

14.1 Reasons for write off

The circumstances where a debt will be regarded as being irrecoverable and appropriate for write off are:

- Debtor is deceased and there are insufficient funds in the estate to pay the debt;
- Debtor is untraceable;
- Debt is uneconomical to pursue;
- Debtor is insolvent (bankrupt, in liquidation or in administrative receivership);
- Company has ceased to trade and has insufficient assets;
- No prospect of payment (i.e. due to debtors inability to pay, mental condition, having no assets etc);
- All recovery processes have been exhausted;
- Legal action has been unsuccessful;
- Out of time debt due to statutory limitations;
- Not in the Council's or Public interest to pursue further.

Prior to any individual debt being proposed for write off, a senior officer will review the debt to confirm that no further recovery action is possible or practical.

The powers for writing off debts are contained within the Council's Financial Regulations and Scheme of Delegation. These powers are delegated to the Executive Director, Finance & Regulatory who, for practical reasons, may delegate authority to Officers within the Finance Department to approve individual write off amounts up to a pre-determined level. The Executive Director, Finance & Regulatory has delegated authority to write off amounts up to £100k. Any potential write off greater than £100k has to be approved by Council. The current list of Authorised Officers and limits is contained in Appendix 2.

A write off report giving summary details of the number of debts and amounts written off by category will be submitted yearly by the Executive Director, Finance & Regulatory to the Executive in accordance with the Financial Regulations.

14.2 Evidence

The following supporting documentation should be retained and available for auditing by staff in all departments who are responsible for raising invoices:

- Evidence to support write off
- Recovery history
- Details of any tracing or other enquiries carried out
- Case review checklist (signed by the senior officer reviewing the debt)

Where debts have been written off, if at a later date there is a prospect of payment, the debt will be reinstated to enable recovery action to recommence.

14.3 Insolvency

Where the Council is aware or notified of a customer falling into receivership or liquidation, etc. then the Credit Control Team should be made aware immediately. Subsequently the Recovery Officer should determine whether a

receiver or liquidator has been appointed. The Credit Control Team will submit the proof of debt as soon as possible to make a claim against any assets.

Under no circumstances should a service or facility be provided to a company that is in receivership or any individual who is in the process of being declared bankrupt. Suitable checks on Companies who have voluntary agreements that allow them to continue trading should be made.

Similar rules should apply to individuals who are attempting to clear debts under voluntary arrangements. Advice should be sought from Legal and credit checks made.

The Council is likely to be an unsecured creditor, behind the preferential creditors such as commercial banks and Her Majesties Revenue and Customs Office, in any insolvency proceedings. Therefore, such debts should be written off as soon as a proof of debt has been lodged.

15. DISPUTED INVOICES

Where a customer disputes an invoice, the Credit Control Team shall refer the matter to the Department that originated the request for an invoice. It is the responsibility of that Department to resolve the issue of the dispute and to ensure that they have all the required information to substantiate any sundry debtor account which is issued by their Department. The contact name and telephone number appears on invoices.

At all times, the Department that originated the request for an invoice must keep the Credit Control Team informed of the status of the dispute and whether the collection of debt should be suspended or re-commenced by the Credit Control Team. This will ensure that the collection cycle is managed appropriately.

To help customer service and efficient debt collection, all disputes should be resolved within 28 days in accordance with best practice guidance. Departments should ensure that they work towards these targets and issue suppression requests to the Credit Control Team. The Credit Control Team will monitor suppressions and liaise with departments as necessary to determine when recovery action can re-commence.

Where an incorrect charge to a customer has been made by the originating Department, or the address provided for the invoice was incorrect, the originating Department must update the invoicing system within 3 days of discovering the error and notify the customer as to how the matter will be resolved.

Where the dispute relates to a charge of sub-standard work, goods not received or service not provided, then these may take longer to resolve.

However, they should never be left unresolved and it is the responsibility of departmental managers providing the service, to review on a regular basis any disputes under their responsibility and bring to a conclusion as soon as possible.

In any event, after 28 days, it is expected that the account is either paid or recovery action recommended. Only in exceptional circumstances will the 28 day period be extended at the discretion of the Credit Control Team. If the dispute remains unresolved after 28 days and no extension agreed, a credit note will be raised and this is charged back to the originating departmental cost centre. A correct invoice should then be raised if appropriate. **It is not acceptable for any department to raise an invoice and ask for it not to be pursued.**

A dispute is not resolved unless it meets one of the following conditions:

- Customer is correct and gets full credit;
- Customer is partly correct, gets partial credit and accepts revised charge;
- Customer is incorrect and accepts the charge;
- Customer is not correct but does not accept the situation (the issuing department must be prepared for the commencement of legal proceedings).

15.1 Budget Adjustments

Where an invoice is cancelled after being on hold for 28 days or more without an agreed extension, the invoice amount will be written back to the originating departmental budget.

16. MONITORING AND REPORTING

To ensure that this policy is meeting its aim and is effective we will:

- Monitor actual performance to targets set;
- Consult with customers and Service Directors;
- Evaluate complaints received;
- Undertake quality checks on work processes and work processed by our staff.

16.1 Monitoring and Reporting

The Executive Director, Finance & Regulatory will monitor service performance utilising the reports in the table below.

No.	Reporting Requirements	Frequency
1	Level of debt outstanding	Quarterly
2	Level of write off against provision	Quarterly
3	Number and value of disputed accounts and those where action is on hold.	Quarterly
4	Percentage of debt by number and value collected in 30,60,90,90+ days	Annually

5.	Collection rates / Performance of Debt Collection Agency and Legal Team	Annually
6.	No. Customers paying by Direct Debit	Annually

17. PERFORMANCE TARGETS

Performance Indicator	Performance 2020/21	Target 2021/22
Income received as a percentage of the opening Sundry Debtors balance	87.46%	89.00%
Percentage of Customers paying by direct debit	26.6%	28.0%
Cost of collecting Sundry Debtors per £1 issued	£0.003	£0.003
Proportion of outstanding debt that is more than 90 Days Old	25.98%	24.00%

18. CUSTOMER CARE

In order to ensure that we are delivering a high level of customer care in our income collection service we will:

- Monitor that staff are meeting the corporate customer service standards;
- Ensure our staff are well trained, experienced and knowledgeable so that they can deal with a wide range of enquiries from customers;
- Provide staff with a dedicated telephone number and email address which ensures ease of contact for the customer if they need help or advice;
- Ensure our staff have regard to the sensitivity of the information they are dealing with and ensure confidentiality and privacy during discussions;
- Ensure our staff conduct themselves, when dealing with debt, in a way that does not deliberately alarm, harass, distress or subject people to public ridicule;
- Provide a range of information leaflets and booklets which give information to customers about the services offered ensuring these are available at local Contact Centres and other Council offices;
- Provide website information about council services and ways to pay;
- Seek the views of our service users so that we can improve services;
- Advise customers how to complain if they are unhappy with the service they have received.

19. DIVERSITY

We will ensure that our income collection service is accessible to everyone and that no service user receives less favourable treatment. In this regard we will:

- Monitor that the corporate equality and diversity service standards are being met;
- Ensure all staff receive cultural awareness, disability discrimination and mental health awareness training;
- Communicate to customers using plain English and help customers whose first language is not English;
- Ensure that our staff have access to a person who can communicate with customers in sign language;
- Ensure that our staff have guidance notes on how to access the translating and interpreting services available;
- Ensure that our policies, letters, information leaflets/booklets and other documents can be made available in different languages and formats including Braille and audiotape where appropriate;
- Where appropriate provide interpreters and 'signers' for those whose first language may not be English and/or for those who are hard of hearing or deaf.

20. VULNERABLE PERSONS

A sensitive approach towards debt recovery will be taken in respect of debtors who are deemed to be vulnerable. Where there is a recognised vulnerability our staff will be given sufficient flexibility to defer any recovery actions and take alternative action which is more appropriate to the person's needs.

We consider the following to be vulnerable persons:

- A person of fragile health due to old age or disability;
- A person who clearly has difficulty in dealing with their own affairs;
- A person who is registered disabled or demonstrates a physical or mental impairment;
- Persons suffering long term or serious illness;
- Persons who have recently suffered a bereavement, recent marriage break-up or ending of a long-term partnership;
- Persons suffering from severe financial hardship;
- Persons who are pregnant or who are in hospital;
- People who have a communication difficulty, such as a person who is deaf, illiterate or has difficulty in understanding or speaking English.

21. FINANCIAL INCLUSION

Whilst this policy is mainly about income collection and debt recovery, we recognise that personal indebtedness is increasing and acknowledge that

recovery action can often cause distress, particularly where the person has other debts or is on low income.

We will take the following measures to limit the impact that recovery action may have on our customers and communities:

- Provide a wide range of payment methods at no cost to the customer;
- Take early recovery action before debts become unmanageable;
- Ensure that any action taken is balanced, just and fair;
- Undertake home visits in appropriate circumstances;
- Defer recovery action in appropriate circumstances;
- Give special consideration to a person's level of understanding;
- Develop and maintain close working relationships with advice agencies including setting up formal referral arrangements for customers who require specialist advice;
- Sign post customers where appropriate to independent welfare benefits advice.

22. CONFIDENTIALITY

We will ensure that all information provided to us about a customer's personal and/or financial circumstances will be dealt with in the strictest confidence. All data held in respect of customers will be recorded and processed in accordance with the Data Protection Act 2018.

Wherever possible, we will ensure that all interviews of a confidential nature are conducted in private.

We will facilitate private interviews when requested by our customers.

23. REVIEWING THIS POLICY

We are committed to continuous improvement so it is inevitable that there will be changes to the way in which the Debt Recovery Service is delivered. This policy will be reviewed annually by the Pension & Investment Manager and agreed by the Executive Director, Finance & Regulatory. It will be updated to take into account changes in legislation, service improvements or changes, and changes to the Charging Policy or Financial Regulations.

Any proposed changes to this policy will be fully discussed with appropriate stakeholders such as:

- Financial Services Staff
- Relevant departments
- Relevant external bodies
- APWG

APPENDIX 1

Stakeholder	Key Role & Responsibilities
Customer	To make payment for goods or services received within the terms and conditions of the service provision.
Executive	To be accountable for the effective management of invoicing and collection by Officers of the Council.
Service Directors including S95 officer	<ul style="list-style-type: none"> • To be accountable for the effective management of income by Officers of the Council. Ensure Financial Regulations and the Scheme of Delegation in relation to the collection of income is adhered to; • Ensure the parts of Corporate Policy & Strategy that apply to their directorate are correctly followed; • Proactively support the achievement of corporate targets for debt collection; • Ensure that Budget Managers are fully aware of their income management responsibilities; • Ensure that relevant invoicing and income management systems and procedures are put in place; • Ensure that employees involved in the income collection process are appropriately trained and the quality of training is kept under continuous review.
Executive Director, Finance & Regulatory	<ul style="list-style-type: none"> • Advising and providing guidance on setting the policy and ensuring that the policy is implemented; • Responsible for managing all debt owed to the Council; • Ensure that effective systems and procedures for <u>financial administration</u> are in place so that debt collection is completed timeously and in accordance with legal and regulatory requirements.
Pension & Investment Manager	<ul style="list-style-type: none"> • Ensure payment channels are easily and widely accessible; • Ensure that the right messages on the Council's approach to debt recovery are conveyed to all stakeholders simply, clearly and effectively.
Treasury Business Partner	<ul style="list-style-type: none"> • Manage the day to day operational process

Stakeholder	Key Role & Responsibilities
Income & Reconciliation Manager	<ul style="list-style-type: none"> • Promote awareness on debt collection and consistency council- wide; • To promote and communicate debt recovery and to involve all officers in the process; • To coordinate training activities to ensure that a core competency on Debt Collection is maintained within the directorate; • To scrutinise and provide assurance to directorate management on the processes and procedures; • Escalate the recovery processes in a timely and controlled manner consistent with established procedures; • To monitor KPIs against targets; • Invoice production and debt recovery, the provision of reports, reconciliations; • Liaison with service users in departments with regards to business processes, disputed invoices and recovering arrears; • Provide joint training along with Systems Support for users
Credit Controllers	<ul style="list-style-type: none"> • Pursue all outstanding sundry debt due to the Council in line with this Policy
Systems Support	<ul style="list-style-type: none"> • To support and develop the Accounts Receivable System; • Develop reports; • Schedule Daily Cash Interface; • Monitor Cash Reconciliation; • Provide joint training along with the Credit Control Team for users
Anyone that processes invoices or income	<ul style="list-style-type: none"> • Raise the charge in a timely fashion either prior to or immediately following the provision of the goods or service; • Ensure invoice is accurate and timely and that evidence to support the charge is retained for audit purposes; • Ensure that the payment is processed efficiently immediately following receipt of the income.

WRITE-OFF AUTHORISATION LEVELS

Limit	Authoriser
Up to £20	Income & Reconciliation Manager
£20.01 up to £5,000	Treasury Business Partner; or Pension & Investment Manager
£5,000.01 up to £50,000	Financial Services Manager; or Executive Director, Finance & Regulatory
£50,000.01 up to £100,000	Executive Director, Finance & Regulatory
Over £100,000	Council

STATEMENT OF INCOME AND EXPENDITURE

Name-	Address-
Reference No.-	

HOUSEHOLD INCOME	£	EXPENDITURE	£
Earnings - Householder		Rent (net of HB)	
Earnings - Partner			
State Pension		Food	
State Pension (partner)		Telephone/Mobile	
Pension Credit		Gas	
Working Tax Credit		Electricity	
Child Tax Credit		Coal	
Income Support		Other Fuel	
Jobseekers Allowance (IB)		Clothing	
Jobseekers Allowance (Cont)		Car (insure/road tax, etc)	
Incapacity Benefit		Petrol/Diesel	
DLA (Mob)		TV/Other Rental/Sky	
DLA(Care)		Loans/HP	
Child Benefit		Cleaning Materials	
Carers Allowance		Laundry	
Other benefits (list)		Cigarettes	
		Catalogues	
		School Meals	
Private Pension		Insurances	
Child Support		Other Outgoings:	
Maintenance		Fines	
Other income (list)		Pet Costs	
		Household insurances	

1.1 Total Income		1.2 Total Expenditure	
	Surplus Income	Weekly/Monthly	
	Current CT	Weekly/Monthly	
	Arrears NSA	Weekly/Monthly	

ASSET DETAILS (houses, cars, boats, etc)			
Asset Type	Current Value	Loan still due	Net amount
	£	£	£
	£	£	£
	£	£	£

I agree the above information is a true and accurate record of my present circumstances.

SignedDate.....



OUR PLAN AND YOUR PART IN IT: SBC'S CORPORATE PERFORMANCE AND IMPROVEMENT REPORT QUARTER 1 2021/22

Service Director, Human Resources & Communications

EXECUTIVE COMMITTEE

17 August 2021

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a high level summary of Scottish Borders Council's Quarter 1 2021/22 performance information with more detail contained within Appendices 1, 2 and 3 with a summary of the Community Action Team's activity provided in Appendix 4. The report also includes highlights on the progress of change and improvement projects across Scottish Borders Council (SBC), under the Fit for 2024 programme.**
- 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 During Quarter 1 2021/22, SBC has continued to press ahead with a range of important initiatives and innovation, including:
 - (a) Embedding new streamlined, digital processes to improve the processing and management of Education Maintenance Allowance (EMA) applications;
 - (b) Successfully replaced out of date IT equipment in 16 Schools, with work underway with a further 11;
 - (c) The full roll out of the Print to Post service to all departments.
- 1.4 The information contained within this report will be made available on the SBC website: www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 I recommend that the 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) Notes the performance summarised in Sections 6 and 7, and approves the Quarterly Reports set out at Appendices 1-4 and the action that is being taken within services to improve or maintain performance.**

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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 SBC will focus Services for our communities, set across four corporate themes:
1. Our Services For You
 2. Independent, Achieving People
 3. A Thriving Economy, With Opportunities For Everyone
 4. Empowered, Vibrant Communities.
- 3.2 In order to ensure that the corporate themes are addressed effectively, SBC's Performance Management Framework (PMF) was updated and presented to Council on 30 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:
- (a) Updates on Fit for 2024, Change and Improvement projects are contained in Appendix 1. These are monitored by Corporate Management Team (CMT) and through the SBC Financial Plan and associated monitoring.
 - (b) Appendix 2 contains updates on specific performance and context indicators, structured around SBC's 4 Corporate Themes, as well as detailing our approach to monitoring progress of the Covid-19 Recovery Plan.
 - (c) A schedule of indicators is provided for information at Appendix 3 covering quarterly performance reporting and also annual reporting through the Local Government Benchmarking Framework.
 - (d) To reflect the significant investment made by SBC, an overview of the work and impact of Police Scotland's Community Action Team is provided in Section 7 and within Appendix 4.

4 CHANGE AND IMPROVEMENT PROJECTS – UPDATE

- 4.1 Change and Improvement projects are now managed and monitored collectively under Fit for 2024. 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 28 February 2019. 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 The following highlights are reported:

- a) The roll out of the Print to Post service which reduces the amount of resource required to prepare and send mail by utilising the digital service with Royal Mail.
- b) The implementation of the Financial Module within Mosaic to automate the financial management and oversight of Out of Authority Placement payments for Children's Services.
- c) The new streamlined, digital process for managing Education Maintenance Allowance (EMA) applications that was trialled in 2020 has now become fully embedded. The need to change this process arose from the impact of Covid-19, to prevent the need for staff to be office based in order to receive paper applications.
- d) Critical upgrades to out-of-date school IT equipment has been undertaken in 16 schools.

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5 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

5.1 We have been unable on this occasion to update a number of indicators within the report:

- (a) The number of people contacting Welfare Benefits Service has not been provided this quarter due to pressures within the service. This information will be reported in the Q2 Corporate Performance Report.
- (b) Customer Contact information - development work is required in order to report these figures. The Customer Advice and Support Service are working with the Council's IT partner to progress this work.
- (c) Business Gateway indicators - data is awaited from SOSE for the quarterly indicators. Q1 21/22 data will be reported in the Q2 Corporate Performance Report.
- (d) The Capital Monitoring of major projects will be discussed by the Corporate Management Team on 4 August 2021. Data for Q1 21/22 will be updated and included in the Q2 Corporate Performance Report.
- (e) 16-64 Employment rate figures, for Q4 20/21 and Q1 21/22, are not currently available. The Office for National Statistics (ONS) supplies this data and the release of the Q4 20/21 figure has been delayed until September 2021 due to a methodological change in the way that the figure is calculated. It is anticipated the Q1 21/22 figure will be released thereafter. Once this data is received, the annual 20/21 figure will also be updated.

5.2 Previously reported figures have been revised as follows:

- (a) 2020/21 quarters 3 and 4 verified figures have been received from the Scottish Government, in relation to the average weeks to determine planning permission applications, and updated in the report.
- (b) 2020/21 Staff Absence rates have been updated.
- (c) 2020/21 Adult Social Care Indicator, bed days associated with delayed discharges from hospital (75+) has been updated.
- (d) 2020/21 Reported Incidents of Domestic Abuse annual figure has been updated.
- (e) 2020/21 annual figure for Group 1-5 recorded Crimes and Offences has been updated.
- (f) 2020/21 annual figure for number of reported ASB (Anti Social Behaviour) incidents has been received from Police Scotland and updated in the report.
- (g) Annual Waste & Recycling figures have been updated for 2019 and 2020 as verified figures have been received from SEPA.

6 PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES

6.1 **Performance measures – summary of successes**

- (a) Waste and Recycling measures remain positive and show significant improvement since 2019. Q1 21/22 saw a slight increase in household

waste sent for Other Treatment from 46.95% at the end of Q4 20/21 to 47.05%.

- (b) The time to process New Housing Benefit Claims and Change Events remains positive and well within target.
- (c) The average time to process Escalated Complaints remains positive and within the target of 20 days (19.71 days).
- (d) Council Tax Valuation List and Valuation Roll Performance continues to improve. Changes in practice throughout 2020/21 have led to an improvement in this area.
- (e) Primary School Attendance remains positive and above target at 95.4%. This has reduced slightly since Q4 20/21; however, this would be expected as schools moved back to greater in-school teaching.
- (f) 83% of Looked After Children are cared for in community family based placements rather than residential placements which continues to exceed the 80% target.
- (g) Adults receiving Care at Home and those using the Self Directed Support Approach continue to see slight increase from quarter to quarter, exceeding targets for these measures.
- (h) Although there is a downward trend for the percentage of invoices paid within 30 days, this indicator remains above target at 95% (93% target).

6.2 Performance measures – summary of challenges

- (a) Complaints - Performance for Stage One and Two Complaints, both time to process and the percentage closed within timescales, remain out with target in Q1 21/22.
- (b) Bed days associated with Emergency Admissions shows a significant increase in Q3 2020/21 when compared to the previous quarter. This increase is attributed to the measure for Scottish Borders now including data for the four community hospitals. This brings the measure in line with National figures.
- (c) The decrease in success rate for cases showing agreement or improvement after mediation is largely due to the impact of the Covid-19 lockdown meaning there is little opportunity to conduct mediation through face to face contact. Where possible mediation is conducted through other than face to face contact. The number of referrals to mediation has also experienced the same impact of Covid-19.

6.3 Monitoring of the Covid-19 Recovery Plan

- (a) SBC has developed a Recovery Plan that identifies key actions to lead the organisation through its recovery from the pandemic whilst supporting the delivery of our Strategic Aims set out in the Corporate Plan. The Recovery Plan, along with the Corporate Plan, will shape and support ongoing service improvement and was agreed at Council on 27 May 2021.
- (b) It is important that we keep track of the difference this Recovery Plan is making over the next 12 months and, in order to do this, we will collect data and organise it in a way that gives us a clear measure of our success. Appendix 2a outlines our approach to reporting

progress, as well as detailing the measures that will be used to monitor the Recovery Plan and demonstrate if it is working. Data for these measures will be reported in the Q2 21/22 Performance Report.

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 4.

During Q1 2021/22 the CAT has:

- (a) Carried out 337 hours of High Visibility foot patrols and 1,862 hours of mobile patrols;
- (b) Carried out 92 static road checks;
- (c) Issued 252 parking tickets;
- (d) Carried out 74 Person Drug searches (50% positive) and 14 Premises Drug searches (93% positive);

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. In response to the Best Value Assurance Audit of SBC during 2019, a Best Value Audit Action Plan was created. This Action Plan includes provision for strengthening SBC's approach to performance reporting.

8.3 Integrated Impact Assessment

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 Sustainable Development Goals

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

8.5 Climate Change

There are no significant Climate Change effects 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 Data Protection Impact Assessment

There are no personal data implications arising from the proposals contained in this report.

8.8 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 Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

9.2 The Corporate Management Team have been consulted on this report and any comments received have been incorporated into the final report.

Approved by

**Clair Hepburn
Service Director
HR & Communications**

Signature

Author(s)

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Background Papers:

Previous Minute Reference: 08 June 2021

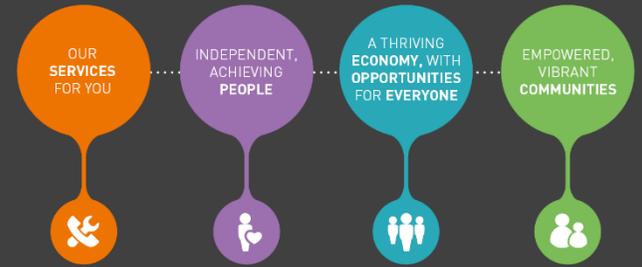
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Contact us at Policy, Planning & Performance, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, performance@scotborders.gov.uk

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OUR PLAN for 2018-23 and your part in it

HIGHLIGHTS DURING QUARTER 1 **APRIL 2021** to **JUNE 2021**



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APPENDIX 1: Fit for 2024 HIGHLIGHTS in Quarter 1 2021/22

fit for 2024

HIGHLIGHTS DURING THE QUARTER **APRIL 2021** to **JUNE 2021**
Programmes & projects that will impact on performance



TRANSFORMATION PROGRAMME HIGHLIGHTS

Transformation work continues to future-proof improvements and changes aimed at delivering a range of benefits. There is also an ongoing alignment with the recently-agreed Recovery Plan and other measures to enable SBC's services to meet customer needs throughout and beyond the Covid-19 pandemic, often in safer and more efficient ways.

Accordingly, a large focus of the Transformation Programme is on Digital solutions and developments, which is reflected in this Quarter's highlights.

SOCIAL WORK FINANCIAL INFORMATION

As part of a larger scale piece of development work to improve quality, efficiency and availability of financial information across all Social Work Services, the Mosaic CYP Finance Build for Out of Authority Placements went live on 25/06/21. This aligns details of out of authority placements for specific clients with the care package details and costings that sit alongside the placement.

Payments are now automatically made to providers 4 weekly in arrears, using the information within Mosaic, based on the services they have provided, and not on receipt of invoices as was previously the case.

The time to complete manual calculations and ensure invoices are processed is no longer required. There is now no longer the potential for incorrect recording, and this build has given consistency for SBC and Providers by ensuring accurate and timeous 4 weekly payments.

The wider piece of Digital Transformation will continue to integrate Mosaic information within corporate systems such as BusinessWorld and our emerging Business Intelligence system.

PRINT TO POST

This project allows SBC to streamline processes, avoids the need for staff to physically attend sites and to cut costs.

The facility now exists for all Council services to send an electronic message directly to Royal Mail, who create a paper version of the mail that is then mailed directly to the intended recipient.

This removes the need for the physical creation, handling, filing and posting of many types of external paper communication from SBC – and costs less per item than the price of a stamp!





fit for 2024

HIGHLIGHTS DURING THE QUARTER **APRIL 2021** to **JUNE 2021**
 Programmes & projects that will impact on performance

TRANSFORMATION PROGRAMME HIGHLIGHTS

EDUCATION MAINTENANCE ALLOWANCE

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In order to gain access to EMA support from SBC, parents previously had to complete and send various physical documents into HQ, which were then verified and eventually returned.

The new digital approach allows all information to be submitted electronically, improving the experience for parents, removing the risks and inconvenience associated with posting important documents and speeding up the end-to-end process for everyone.

The streamlined digital process was successfully trialled last year and has now become fully embedded.

CURRICULAR REFRESH

This critical upgrade programme is another essential Digital component of the effective delivery of education within our schools, and complements the Inspire Learning programme.

SBC has successfully replaced out-of-date devices in 16 schools since the 31 May 21 and work is currently ongoing with a further 11 schools. To set that in context, the previous curricular Refresh in 2012 took 1 year to complete 25 schools!

This significant improvement, not only minimises the disruption and risk of outdated equipment in schools, it ensures staff and students have access to the appropriate technology, as well as being delivered in the context of additional restrictions due to Covid-19.





APPENDIX 2a: PERFORMANCE INDICATORS

Trend Key (trends are typically represented over the preceding year)

	Increasing value - improvement		Decreasing value – improvement		Broadly level trend
	Increasing value - deterioration		Decreasing value - deterioration		
	Increasing value – context indicator		Decreasing value – context indicator		

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Planning Permission – Average Time to Determine (Weeks)

Performance Indicators	Basis	18-19	19-20	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target	Trend	Status
Major Developments	Average Weeks to determine	13.9	12.9	-	-	24.9	20.9	-	n/a	n/a
Local Devs – Non Householder	Average Weeks to determine	9.0	8.0	9.7	9.2	9.0	8.6	8.0	↘	Yellow
Local Devs –Householder	Average Weeks to determine	7.0	6.2	6.2	6.1	6.8	7.0	8.0	↗	Green

Planning Permission – Application Numbers

Performance Indicators	Basis	18-19	19-20	20-21	Q1 20-21	Target	Trend	Status
Number of applications	Total number in period	1,369	1,200	1,255	419	-	↗	Context

Observations:

Adjusted data for time to determine continues to be received from Scottish Government twice yearly. Quarters 3 and 4 of 2020/21 is expected to be released in November 21.

No “**Major**” applications were determined in the first two quarters of 2020-21. However, there is a marked increase in the average weeks to determine in Q3 when compared to the same period in 2019/20 (12.9).

Local Devs – Non Householder - Although performance has improved over the last 4 reported quarters, the average weeks to determine still remains slightly above the target. dropped back slightly by this measure, it continues to remain above the national average

Local Devs – Householder - A slight deterioration in performance over the last 4 reported quarters; however, performance remains better than target. The increasing trend could be explained by greater numbers of applications being received as covid-19 restrictions begin to ease.

Performance has been affected by Covid-19 as the service (and its customers) adapted to new ways of working to accommodate the restrictions that were placed on normal practices.

A total of 419 **planning permission applications** have been received during Q1 2021/22. This is a 63% increase compared to the same quarter in 2020/21. It should be noted that Q1 20/21 coincided with the initial period of lockdown.

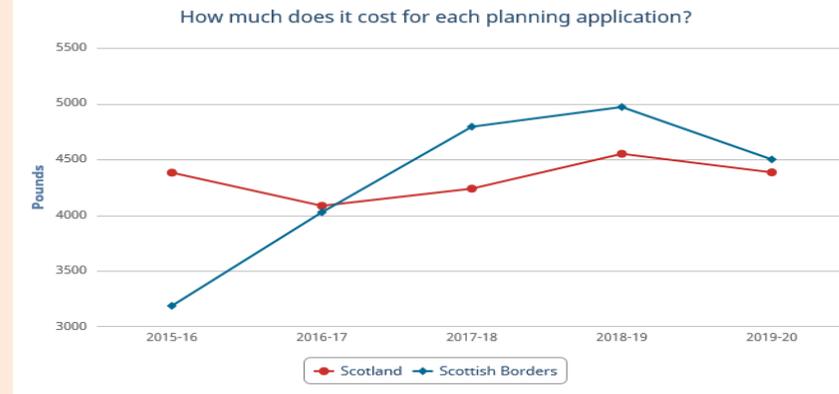
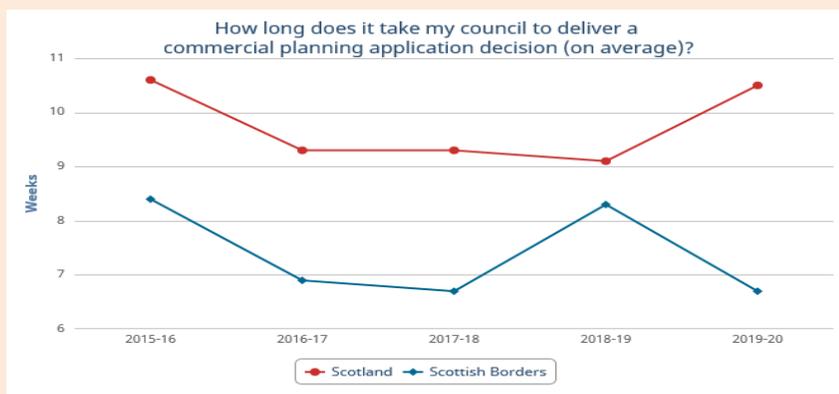
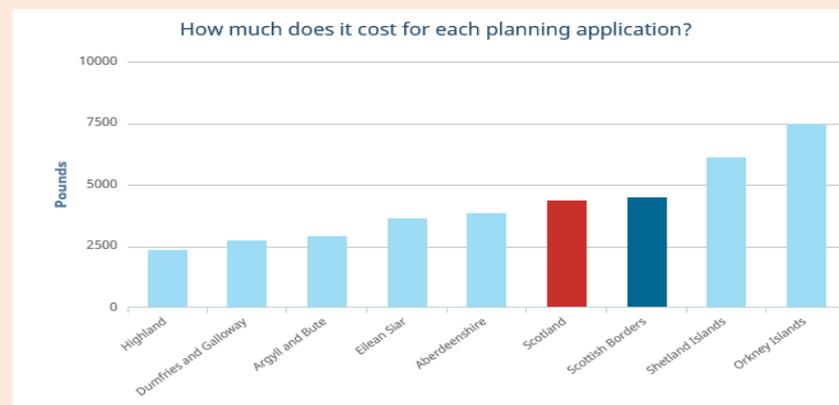
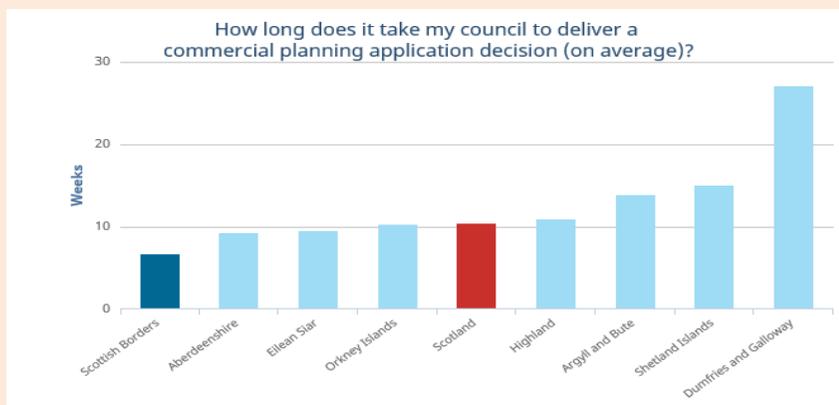
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Planning – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Waste and Recycling

*SEPA verified figs

Performance Indicators	Basis	2019	2020	Q1 2021	Q2 2021	Target	Trend	Status
Household Waste Recycled	% Recycled rolling annual basis	*49.17%	*52.79%	*52.69%	-	-	↘	n/a
Household Waste Landfilled	% Landfilled rolling annual basis	*28.80%	*0.27%	*0.26%	-	-	↗	n/a
Household Waste Other Treatment	% Other Treatment rolling annual basis	*22.02%	*46.95%	*47.05%	-	-	↗	n/a
Recycling – Community Recycling Centres (CRC)	% Recycled rolling annual basis	63.56%	75.21%	75.43%		-	↗	n/a



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Observations:

Note: Recycling data is reported on a rolling annual basis. Years relate to calendar years to align to SEPA reporting. Q2 2021 relates to the year to June 2021.

It is important to note that the data used to calculate this indicator has not yet been validated by SEPA and it is possible that some material streams will need to be re-categorised. This may result in an adjustment to performance for the year.

The Councils Waste and Recycling Performance Indicators have shown significant improvement since June 2019. This follows the closure of the Council's landfill site and the commencement of a new residual waste contract, which involves the pre-treatment of waste to extract potentially recyclable material prior to

treatment by Energy from Waste. The latest performance figures show the impact of a full year under the contractual arrangements and we therefore do not anticipate further significant improvements at this stage.

It is worth noting that CV-19 has seen a significant increase in the quantity of waste generated by households as a result of lockdowns and increased home working. At this stage the impact on household recycling performance appears to have been limited. However further analysis is required to fully understand the impacts.

The **household waste recycling** performance has slightly decreased in Q1 2021 from 52.79% to 52.69%,

this could be due to seasonal variation.

The **household waste landfilled** rate shows a positive, albeit slight, decrease in Q1 from 0.27% in Q4 2020 to 0.26%.

The **household waste other treatment** rate increased from 46.95% to 47.05% in Q1 2021, this is due to more residue from general waste being incinerated rather than landfilled.

The **CRC recycling** performance has increased from 75.21% in Q4 2020 to 75.43% in Q1. This is most likely due to seasonal variation.

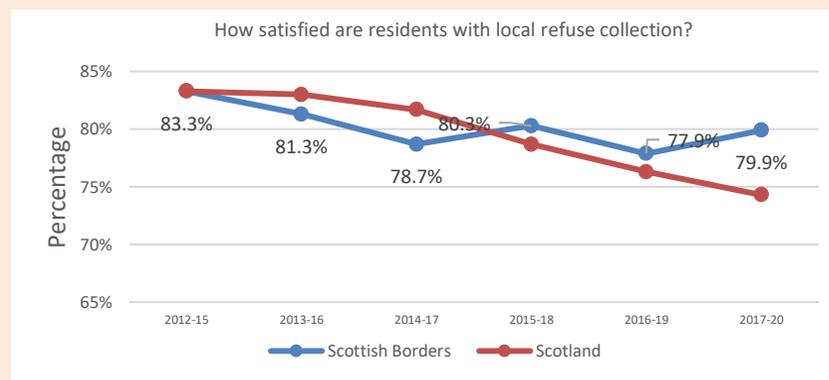
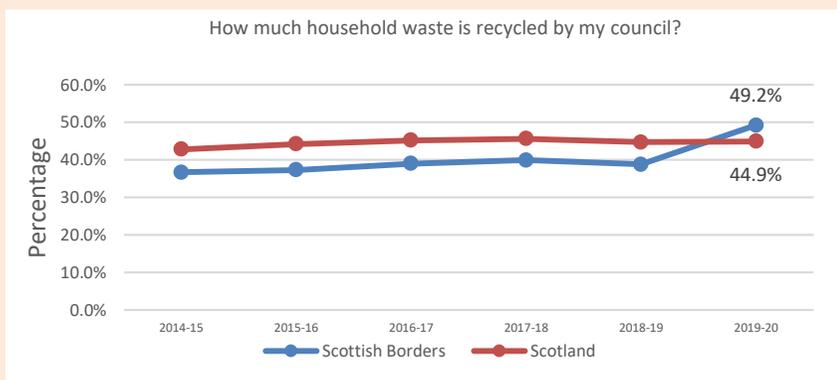
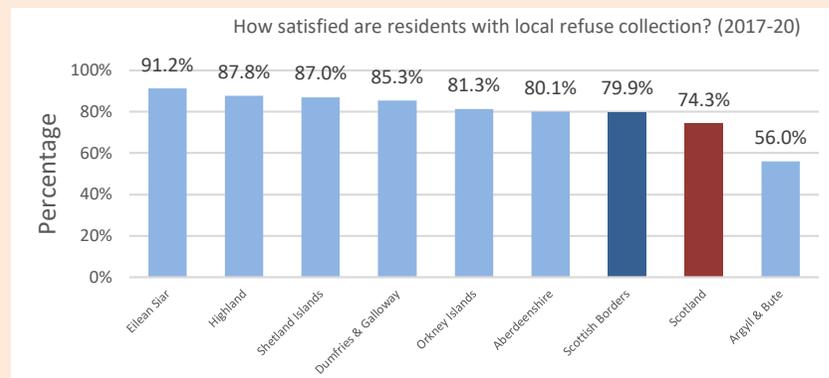
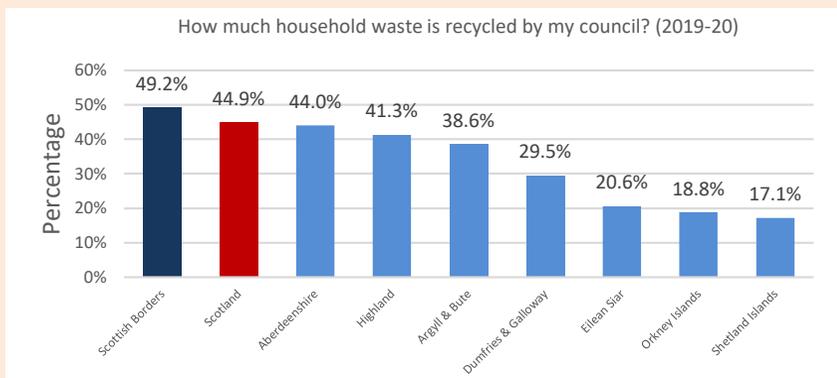
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Waste – How do we compare to others ? (Local Government Benchmarking Framework)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

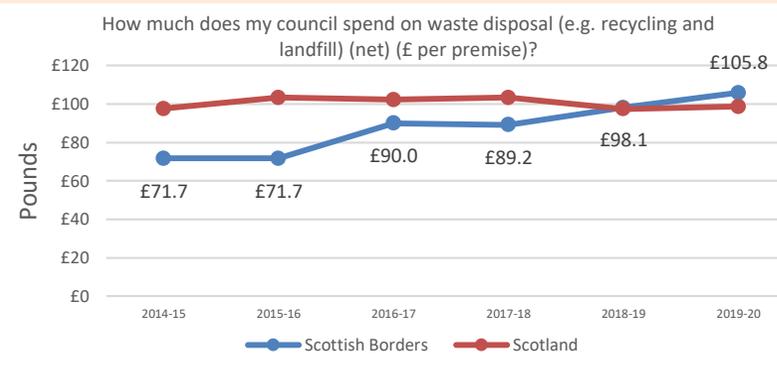
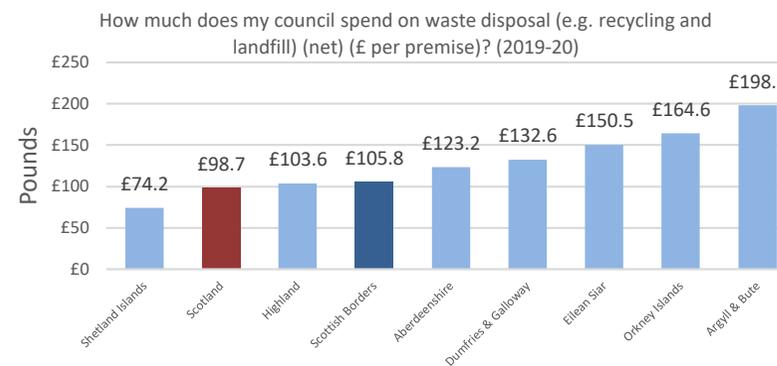
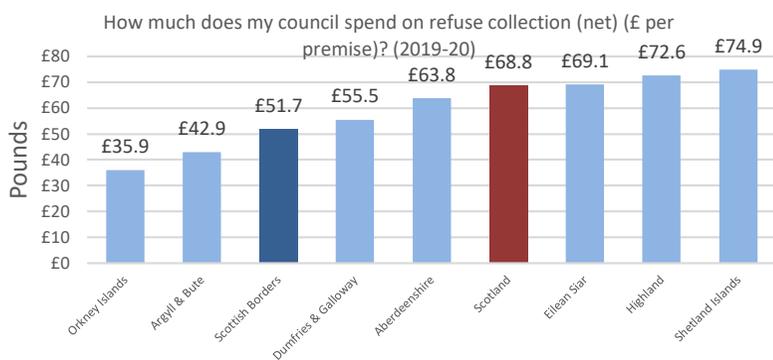
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Waste – How do we compare to others ? (Local Government Benchmarking Framework)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Energy Use (26 key Sites)

* Vs 2019-20

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend *	Status
Electricity Consumption	Kwh in period	7,921,217	7,567,839	6,713,382	1,648,469	-	↓	n/a
Gas Consumption	Kwh in period	11,744,733	12,183,596	12,856,277	2,791,566	-	↓	n/a

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Observations:

Note: Figures relate to 26 key sites and include some estimated bills so will be subject to minor changes.

As part of the Energy Efficiency Fund (EEF), works have been undertaken to various sites to change utility supplies and introduce energy saving equipment which is therefore likely to be the contributing factor to the downward trend on consumption demonstrated in Q1 of 2021/22.

It should also be noted that 20/21 was a non-standard year due to CV-19, which is continuing into 21/22, and it is anticipated that it may be well into 22/23 before we see some 'normality' in our utilities.

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Road Casualties

Performance Indicators	Basis	2018	2019	2020	Q1 21	Q2 21	Trend	Status
Fatalities on Borders Roads	Number in period	11	6	5	1	0	↗	Context
Seriously Injured on Borders Roads	Number in period	65	68	47	8	*18	↗	Context

Observations:

Note that Road Casualty figures here are reported on a calendar year basis, by quarter.

Unfortunately there was a **fatality** as the result of a road accident in the Scottish Borders in Quarter 1 of 2021. This is a reduction of 1 from the preceding 3 month period and also a reduction of one from the corresponding quarter 1 in 2020. Based on un-validated data there were no fatalities as the result of a road accident in the Scottish Borders in Quarter 2 of 2021. This is one less than the preceding 3 month period but in line with the corresponding quarter 2 in 2020.

There were 8 people **seriously injured** on Border roads in the first quarter of 2021. This is a 60% reduction when compared to the same period in 2020 (20). *Q2 figures are provisional and awaiting any additional information being reported by Police Scotland. The provisional Q2 figure is a significant increase on the same period in 2020 (5). This could be an impact of the Covid-19 restrictions, and the stay at home advice, in place during Q2 2020 and subsequently, the easing of restrictions from April 2021 onwards, and an increase in the volume of traffic on Borders roads.

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Customer Advice & Support Services

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Housing Benefit New Claims	Average time to process in days	24.20	13.63	16.99	19.95	23.00	↘	On Track
Housing Benefit Change Events	Average time to process in days	6.51	4.90	3.73	4.56	7.00	↗	On Track
Welfare Benefits – People Contacting Us	Number in period	1,329	1,264	1,126	280 Q4 20-21	-	↘	n/a
Welfare Benefits – Monetary Gain	£m in additional benefits, cases closed in the quarter	£4.537m	£4.916m	£4.237m	£1.174m	-	↘	n/a
Welfare Benefits – Cumulative Monetary Gain	£m in additional benefits, cases closed ytd	£4.537m	£4.916m	£4.237m	£1.174m	-	↘	n/a



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Observations:

Housing Benefit: Although Q1 21/22 demonstrates an increase in time to process new claims compared to the 20/21 average, it shows an improvement on the same period in 20/21 (21.08). We are continuing to prioritise new Housing Benefit claims to help assist claimants who may be required to claim Universal Credit instead of Housing Benefit. Both housing benefit measures remain well within target.

Welfare Benefits: The number of referrals received in Q4 2020/21 is down on the same period last year. Covid-19 has impacted on the monetary gains, with £506k less in monetary gains for 2020/21 when compared to 2019/20. However, this

increased in Q1 21-22 by £214k when compared to the previous quarter.

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Customer Contact

Performance Indicators	Basis	18-19	19-20	*20-21	Q1 21-22	Target	Trend	Status
Voice interactions logged by contact centres	Number in period	94.8k	87.2k	126.7k	-	-	n/a	Context
Face to face interactions – logged through CRM	Number in period	61.7k	53.9k	1.6k	-	-	n/a	Context
Interactions by email	Number in period	6.7k	8.1k	54k	-	-	n/a	Context
Web Based Interactions	Number in period	4k	4.1k	5.2k	-	-	n/a	Context
Total Customer Contacts	Number in period	167.1k	153.3k	187.5k	-	-	n/a	Context

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Observations:

Note: There is a need for technical reports to be developed in order for these measures to be reported on a quarterly basis. This is being progressed with the council's IT provider.

CV-19 has significantly impacted and changed how we interact with Customers. This is evident in the interactions reported for 2020-21 and when compared to 2019-20 demonstrate:

- A **664% increase** in the volume of Email interactions;
- A **45% increase** in the volume of Voice interactions;
- A **27% increase** in Web Based interactions;
- A **97% decreased** in Face to Face interactions;
- An **increase of approx. 34,000** Customer Contacts overall.

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Council Tax Collection



Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Council Tax Due that was collected	% in period (ytd)	96.84%	96.62%	95.97%	30.88%	31.04% Q1	↘	

Observations:

Pre 2020/21 collection rates for Q1 are typically between 0.40% - 0.50% down on the previous year's collection rate. This trend is mainly due to the move to a 12 month payment cycle. In 2020/21 we saw a reduction in collection across the board due to the effects of the pandemic. In 2021/22 the collection rate at the end of the first quarter is only 0.16% below target. The number of customers paying by Direct Debit has nearly recovered to pre Covid levels with the percentage of payers paying over 12 months being higher than ever at nearly 28%.

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Property



Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Capital receipts	Cumulative in year £m	£1.444m	£676k	£645k	£44k	£1.185m (annual)	↘	Context
Properties surplus	Number at end of period	30	39	39	36	-	↘	Context
Properties marketed	Number at end of period	5	7	5	8	-	↗	Context
Properties under offer	Number at end of period	16	15	12	15	-	↗	Context

Observations:

Three sales have settled in Q1 resulting in **capital receipts** of £44k being generated. While the residential property market has seen significant rises in demand and sale prices over the last 12 months the Councils surplus assets are more for development opportunities or commercial properties. Demand and offers for

surplus assets recently are encouraging and we continue to bring properties to the market when the opportunity arises. The year end Target is currently subject to review by the Capital Receipts working group.

A review of the **surplus assets** has been undertaken with a total number of 36 made up of 8 currently on

the market for sale, 15 under offer and 13 waiting to be brought to the market or subject to Community interests. There is considerable ongoing interest from companies looking for business development plots with ten ongoing discussions. While these are subject to planning consent it is hoped these will lead to sales and employment opportunities throughout the Borders.

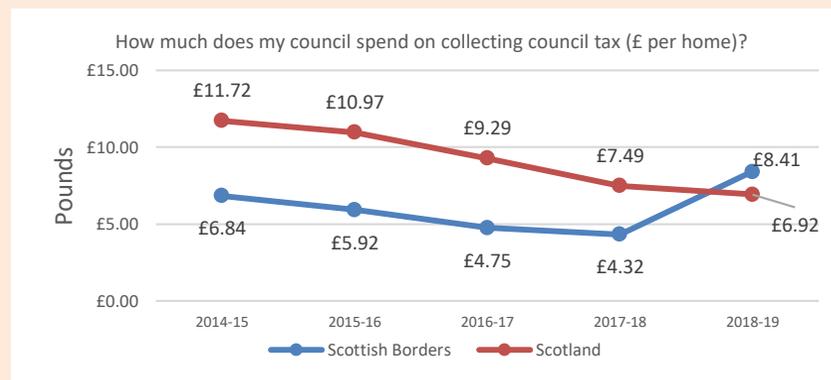
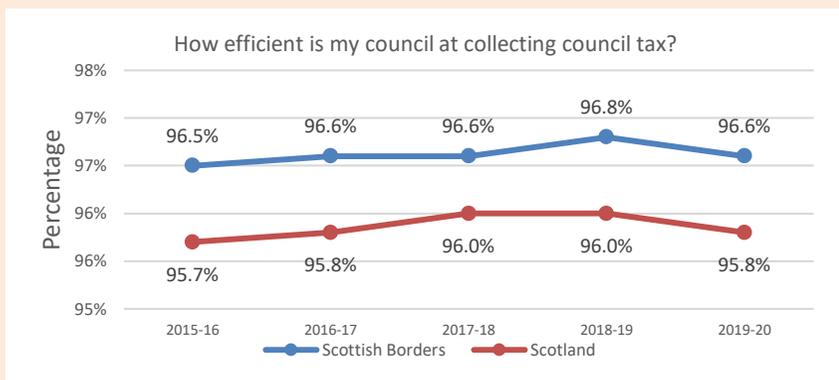
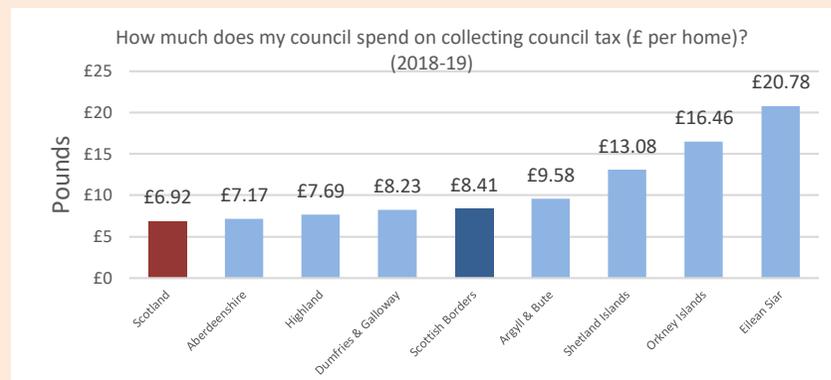
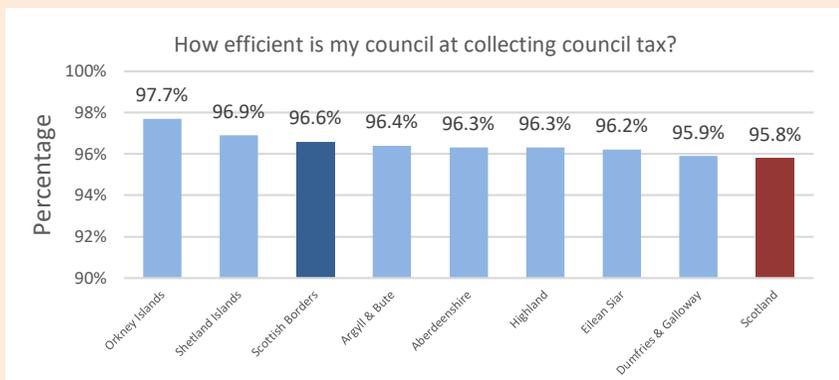
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Council Tax Collection – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

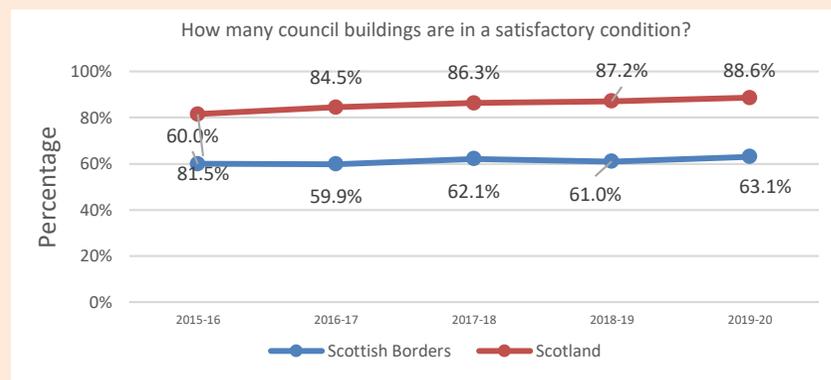
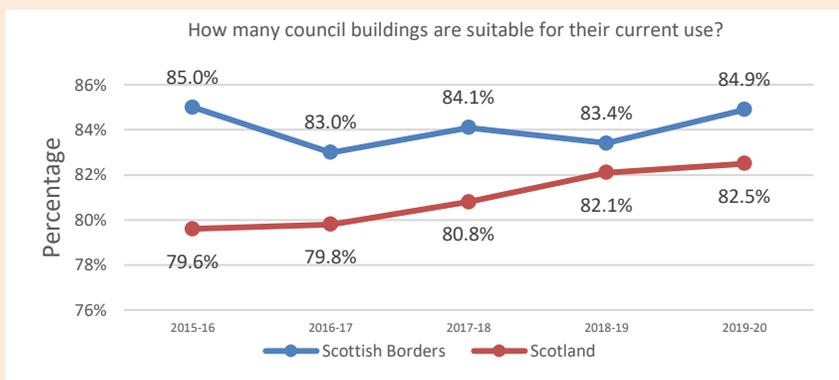
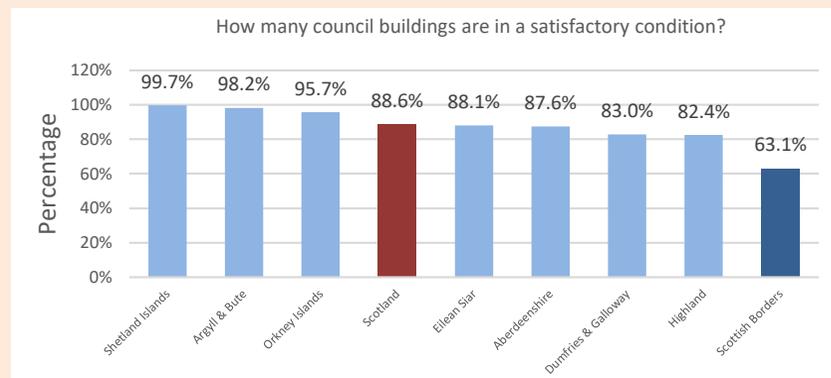
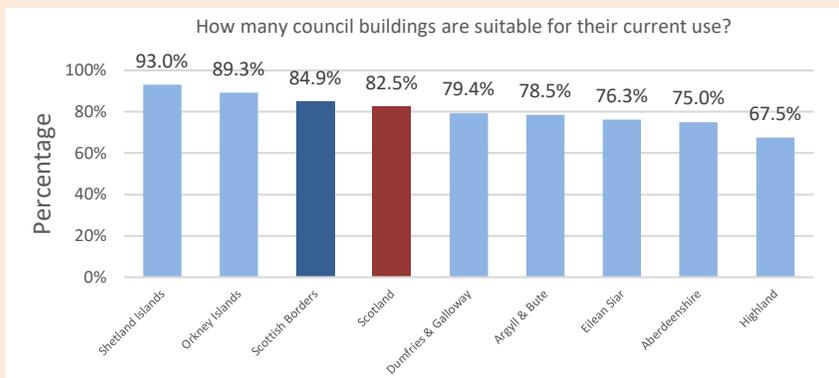
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Property – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Complaints Handling

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Complaints Closed at Stage One avg days	Average time to process in days	4.55	5.1	7.22	6.01	5	↘	Red
Complaints Closed at Stage One within time	% Closed within 5 working days	81.0%	80.6%	73.14%	79.89%	100%	↗	Red
Complaints Closed at Stage Two avg days	Average time to process in days	18.22	19.65	19.95	27.67	20	↗	Red
Complaints Closed at Stage Two within time	% Closed within 20 working days	73.9%	70.2%	59.55%	50%	100%	↘	Red
Complaints Closed – Escalated – avg days	Average time to process in days	14.83	20.23	18.19	19.71	20	↘	Green
Complaints Closed – Escalated – within time	% Closed within 20 working days	78.6%	62.4%	81.67%	71.43%	100%	↘	Red
Number of Complaints Closed	Number in period	645	614	742	215	-	↘	Context

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Observations:

In Quarter 1 (2021/22) we have averaged 6.01 working days at the **first stage to respond to complaints**, this has decreased by 0.16 working days when compared to Quarter 4 20/21 (6.17). In comparison to Quarter 1 in 2020/21 there has been an decrease of 1.19 working days (7.2). Our target response time is 5 working days for stage one complaints, this target has not been met since Q4 19/20. The percentage of **complaints closed within 5 working days at the first stage** has increased by 8.85% in Quarter 1 (2021/22) compared with Quarter 4 (2020/21) (71.04%). This has increased by 6.51% when comparing with Quarter 1 of 2020/21 (73.38%). Quarter 1 (2021/22) experienced an increase of 8.19 **working days to respond to complaints at the investigation stage** when compared to Quarter 4 (2020/21)

(19.48). In comparison to Quarter 1 in 2020/21 there has been a increase of 5.87 working days (21.8). In Quarter 1 (2021/22) there has been an decrease of 21.11% in the volume of **complaints closed within timescales at stage 2**, investigation stage; when compared to Quarter 4 (2020/21) (71.11%). In comparison to Quarter 1 in 2020/21 this has increased by 3.82% (46.15%). Quarter 1 (2021/22) has seen an increase of 0.71 days taken to **respond to complaints after they have been escalated** in comparison to Quarter 4 (2020/21) (19). In comparison to Quarter 1 in 2020/21 the number of days increased by 0.21 (19.5). The percentage of **escalated complaints closed within 20 working days** has increased this quarter by 11.43% when compared with Quarter 4 (2020/21) (60%). In comparison to Quarter 1 in 2020/21 (100%) this has decreased by 28.57%. It

should be noted that the small number of complaints that are escalated means significant swings in performance can occur when just 1 or 2 complaints breach timescales. Quarter 1 (2021/22) experienced a increase of 35 **complaints closed** when compared with Quarter 4 (2020/21) (206). When compared with Q1 of 2020/21 there has been an increase of 102 complaints closed. This increase will likely be a result of the situation created by Covid-19. 42.65% of complaints were classified as 'Justified' and 52.12% as 'Unjustified'. In addition 5.22% complaints were classified as 'Policy'. Analysis of the breakdown between localities not carried out due to the undefined figure being so high. The most common classification reason is 'Failure to Deliver Service' (34.59%).

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Complaints Handling – How do we compare to others ? (SBC Complaints Annual Report 2018/19)

Complaints Closed by Stage

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	75.4%	78.6%	88.9%	78.4%	75.3%	87.1%
Stage Two	20.8%	18.7%	8.4%	17.2%	21.3%	9.7%
Escalated from Stage One	3.8%	2.7%	2.6%	4.3%	3.4%	3.1%

Complaints Closed by Stage

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	4.0	8.6	8.1	4.6	7.9	7.1
Stage Two	17.7	18.2	23.8	18.2	18.5	29.9
Escalated from Stage One	18.0	18.9	15.5	14.9	20.3	23.0

Complaints Upheld / Not Upheld

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One - Upheld	42.0%	44.7%	65.8%	36.8%	47.9%	64.5%
Stage One - Not Upheld	58.0%	55.3%	33.5%	63.2%	52.1%	34.6%
Stage Two - Upheld	38.2%	36.9%	53.5%	45.0%	36.8%	55.9%
Stage Two - Not Upheld	61.8%	63.2%	46.2%	55.0%	63.1%	44.1%
Escalated from Stage One - Upheld	50.0%	39.6%	54.0%	39.3%	48.2%	52.3%
Escalated from Stage One - Not Upheld	50.0%	60.4%	46.5%	60.7%	51.8%	47.4%

Complaints Closed Against Timescales

	2017/18			2018/19		
	SBC	Family Group	Scotland	SBC	Family Group	Scotland
Stage One	86.4%	64.5%	62.9%	81.0%	61.3%	65.0%
Stage Two	67.4%	79.4%	76.6%	73.9%	71.0%	58.2%
Escalated from Stage One	53.8%	65.3%	61.5%	78.6%	61.2%	67.4%

Sources: Scottish Borders Council Complaints Annual Report 2018/19

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Freedom of Information Requests (FOI)

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
% of FOI requests completed on time	% in period	85.8%	88%	85%	86%	100%	↗	
Number of FOI requests received	Number in period	1,418	1,254	959	264	-	↗	Context

Observations:

Performance reporting for Q1 shows that there has been an increase in the number of **information requests received**. In Q1 2020/21, the number received is 197, this figure increased to 230 in Q4 2020/21 and again in Q1 2021/22 to 264. The Information Management Team has noticed a difference in the number of requests received for Regulatory Services and Assets & Infrastructure i.e. requests relating to planning matters and an influx in requests from First Scottish (who routinely ask for information on average every 6 months).

In 2021/22 of the 270 requests responded to in Q1, 37 were responded to out with the legislative timescales. The Council always endeavours to respond to 100% of requests within the statutory timeframe. However, an average of 86% of **responses were completed on time**. The reasons for delay is when a request or response is complex and voluminous, especially if more than two services require input, which sometimes has an impact on other functions. Other reasons for delay include awaiting information from external sources, requests involving input from CGI and failure to consider the appropriate exemption or exception (including carrying out the necessary test to ensure this can be applied).

A high number of requests allocated to Regulatory Services and Assets & Infrastructure recently have required a substantial amount of redaction i.e. to

ensure all information identifying a neighbour or complainant is anonymised before disclosing into the public domain. Officers across the Council are encouraged to only consider what is relevant and inform their FOI co-ordinator what information cannot be placed in the public domain, at that particular time.

During the time period April to June 2021 the Council received 7 requests to review the Council's original response. This is the same number as Q4 2020/21. On 6 occasions, the original response was upheld by the Review Group, albeit that the Group agreed to provide additional information by way of advice and assistance. The Review Group was required to overturn and apologise on one occasion as the Applicant was dissatisfied that the Council failed to respond within the statutory timescale.

The Scottish Information Commissioner received 4 appeals in Q1 2021/22. This is the highest number received. Each appeal is at a different stage and the time it will take for the Commissioner to reach his decision will depend on the volume and complexity of information required to be considered by both organisations.

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Social Media

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Facebook Engagements	Number in period	259.6k	516.7k	560.4k	74.9k	-	↗	Context
Twitter Engagements	Number in period	33.2k	58.3k	50.4k	8.3k	-	↘	Context



Observations:

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 In the first quarter of 2021/22 the total reach of all 303 **Facebook** posts on the SBC corporate account was 1,691,208, with 74,947 post engagements. The number of followers increased by 165 over the quarter. Our **Twitter** posts during the period were seen 389,183 times, with 8,293 engagements. The number of followers decreased by

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

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	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	91%	90%	92%	93%	92%	↗	
Valuation Roll (Non Domestic) - 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	56%	63%	61%	94%	65%	↗	

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Observations:

These figures are reported annually to Scottish Government and analysed on a monthly basis by Management Team. 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 personally responsible for the preparation and maintenance of the Valuation Roll and Council Tax Valuation List for the Scottish Borders Valuation Area.

The Covid-19 pandemic impacted on the number of new properties entering the **Council Tax List** during 2020-21 being 6.5% lower than in 2019-20. Q1 of 2021-22 has seen a significant increase in new entries for the same period, exceeding the figures for the years from 2017-18 to date by between 6% (2018/19) and 75% (2020-21).

The target of 92% of entries made within 3 months has been exceeded for Q1 whilst at the same time surpassing the total

numbers for the same period in all of the 4 previous financial years. The implementation of the presumption of no survey in 2018 and other changes to working practices set out below has enabled these performance improvements to be achieved.

The **Valuation Roll** contains an entry and a rateable value for every non-domestic property in the Scottish Borders. The Assessor reviewed his target for 2020-21 to reflect the impact of the Covid-19 pandemic in respect of the restriction on physical surveys of non-domestic properties. Following the implementation of changes to working practices during 2020-21 as described below this target has been revised to a level comparable to that in the years prior to 2020-21, aiming to achieve 65% of valuation amendments completed within 3 months. The number of amendments during Q1 has exceeded those for 3 of the 4 previous financial years for the same period by between 30-40% with 94% of the amendments made within the target.

Actions we are taking to improve/maintain performance

Valuation Roll – encouraging a “self-service” risk-based approach to reduce the volume of physical surveys and allow desk-top valuations where appropriate. Increased frequency of discussions at individual, group and section level on caseload and work allocation to further improve response time, quality and accuracy. Benchmarking against Assessors with similar geographic areas e.g. Dumfries & Galloway.

Council Tax – maintaining a presumption of no survey. Additional communications to ensure taxpayers inform the Assessor/Customer Advice when they move into a new domestic property. Increased frequency of discussions at individual, group and section level on caseload and work allocation to further improve response time, quality and accuracy. Benchmarking against Assessors with similar geographic areas e.g. Dumfries & Galloway.

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Staff Absence

* SPI Basis

Performance Indicators	Basis	*18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
SBC Absence Rate – Staff	Annual absence rate % to end of quarter reported	5.03%	5.23%	4.74%	5.02%	-	↗	n/a
SBC Absence Rate – Teaching Staff	Annual absence rate % to end of quarter reported	3.34%	3.48%	1.98%	3.13%	-	↗	n/a

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Observations:

Note: Latest figures are not directly comparable with 2018/19 figures which were compiled on an 'SPI basis'. The 2018/19 figures excluded temporary staff with contracts for less than 12 months, and were based on actual full time equivalent (fte) available and absence days, capped at 224/195 days in the year, excluding school and public holiday periods.

Staff Absence rates remain high when compared to the same period in 20/21 (Staff – 4.41% and Teaching – 1.72%). The increased figures are linked to the Covid-19 restrictions.

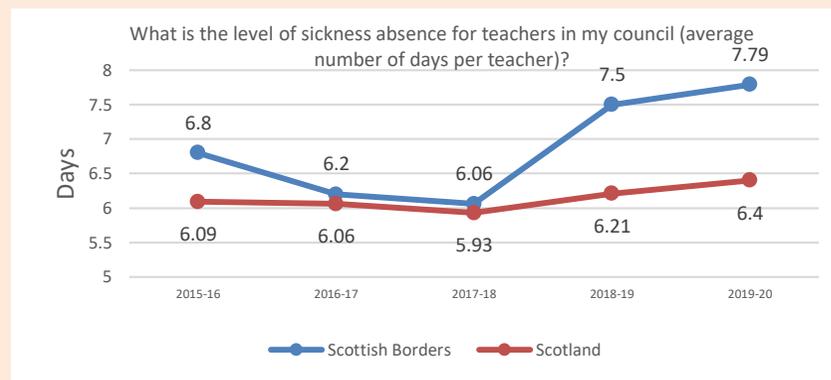
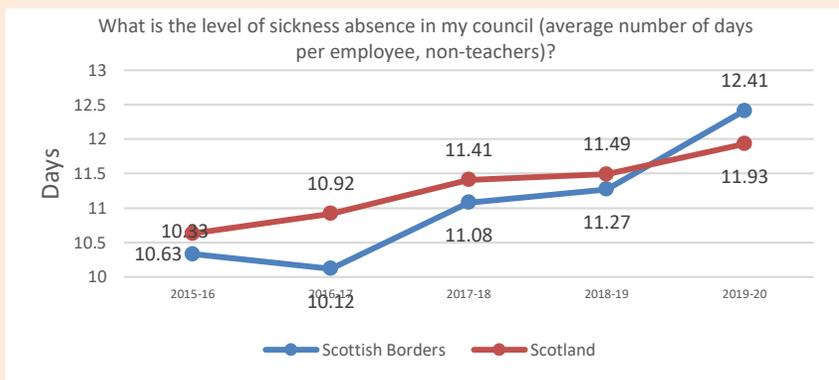
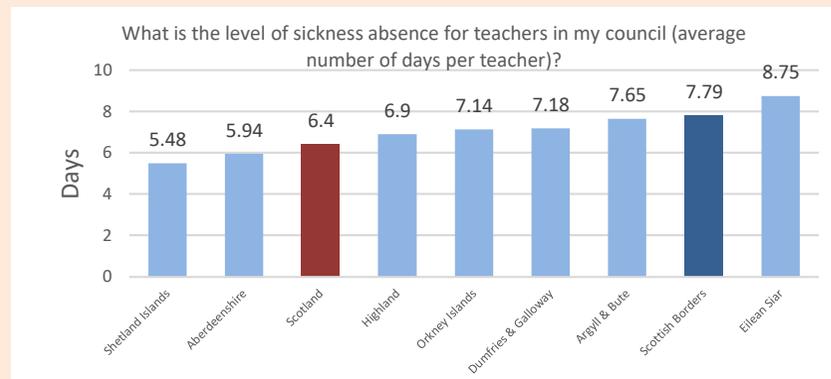
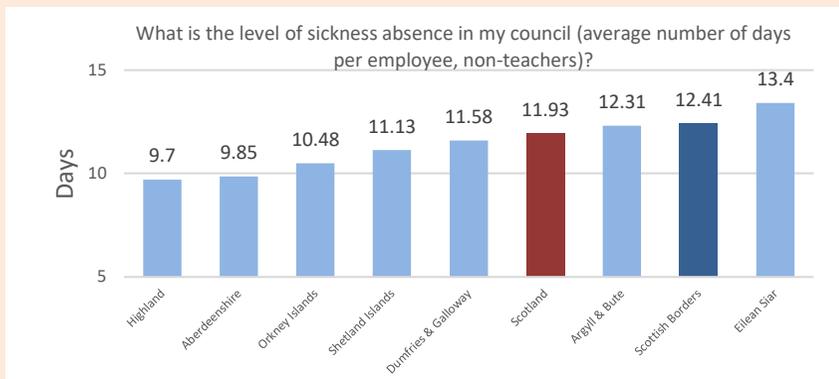
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Staff Absence – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

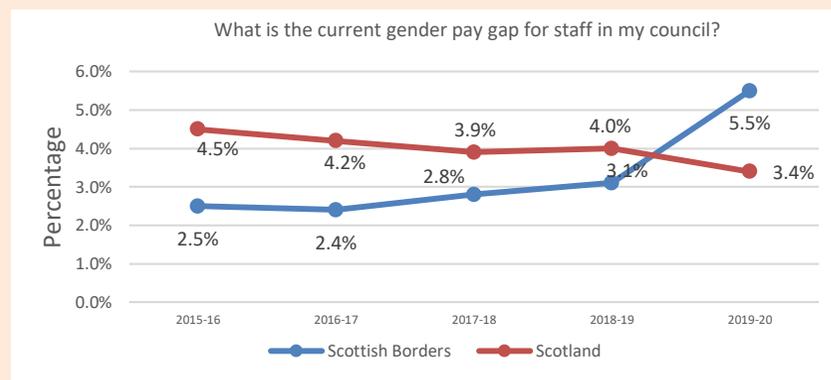
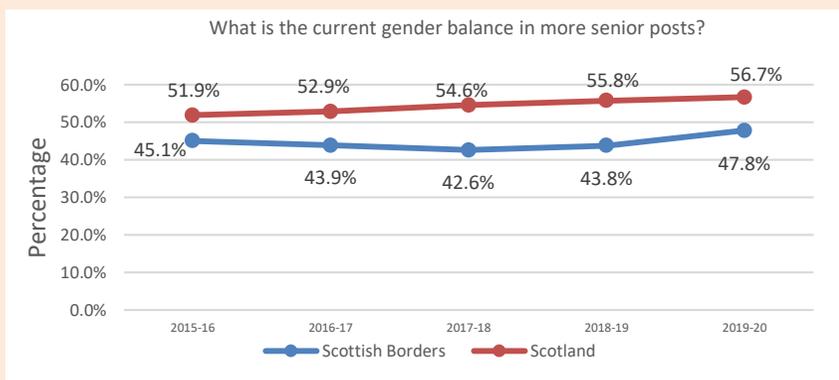
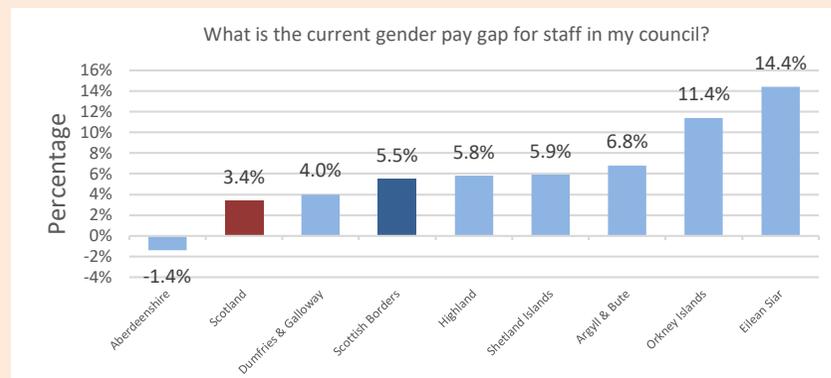
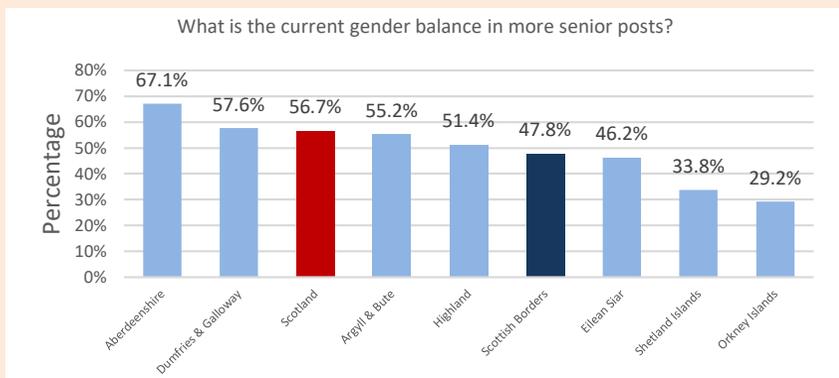
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Gender – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Schools

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Attendance – Primary Schools	% Attendance in period	95.3%	94.4%	97.1%	95.4%	95%	↘	
Attendance – Secondary Schools	% Attendance in period	91.2%	91.0%	97.9%	89.6%	92%	↘	
School Attendance – Overall	% Attendance in period	93.2%	92.7%	97.5%	92.5%	-	↘	Context
Exclusion Incidents – Primary Schools	Number in period	31	46	3	2	-	↘	Context
Exclusions (students) – Primary Schools	Number in period	29	38	3	1	-	→	Context
Exclusion Incidents – Secondary Schools	Number in period	263	158	47	11	-	↗	Context
Exclusions (students) – Secondary Schools	Number in period	236	153	46	11	-	↗	Context
School Exclusion Incidents – Overall	Number in period	294	204	50	13	-	↗	Context
School Exclusions (students) – Overall	Number in period	265	191	49	12	-	↗	Context
School / Nursery Inspections	Number in period	15	5	0	3	-	n/a	Context

Observations:

Both **Primary and Secondary attendance** shows a deterioration in Q1 21/22 when compared to the previous quarter (Primary – 98.6% & Secondary – 98.9%). This may be due to schools returning to more in-school learning as well as being impacted by Covid-19 related absences such as illness or self isolating.

A similar picture is evident in exclusion figures. As more students attend schools, there is greater risk of exclusion incidents occurring.

3 nursery inspections were carried out by the Care Inspectorate during Q1 21/22 at Eyemouth Primary School Nursery, Old Station Nursery and Cockburnspath Nursery. There were 0 HMIE inspections.

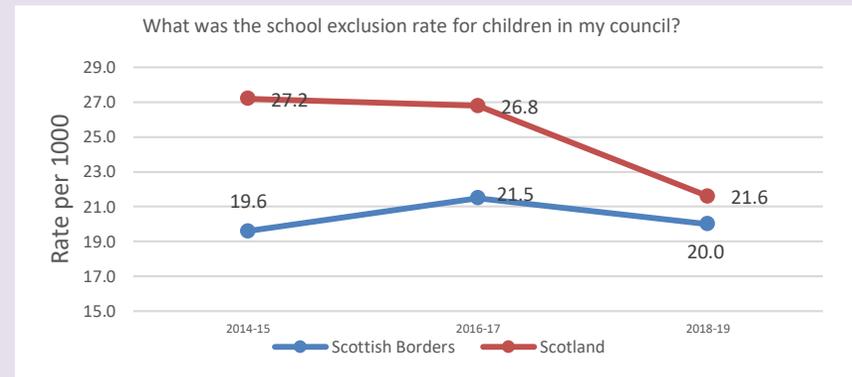
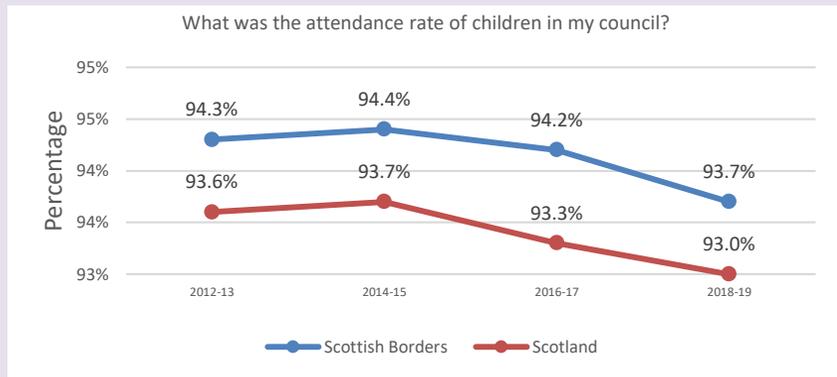
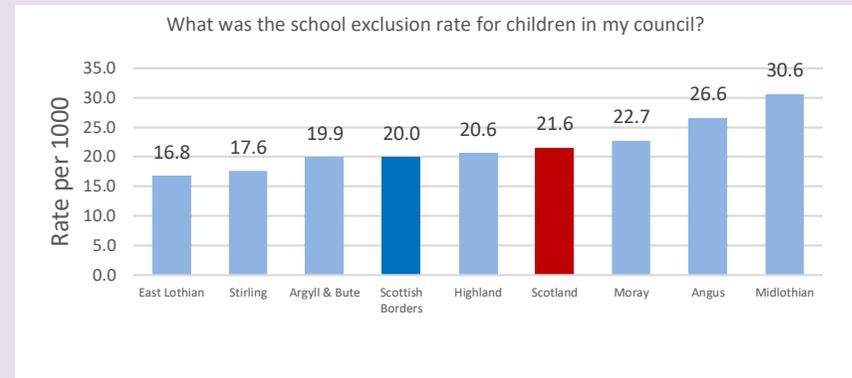
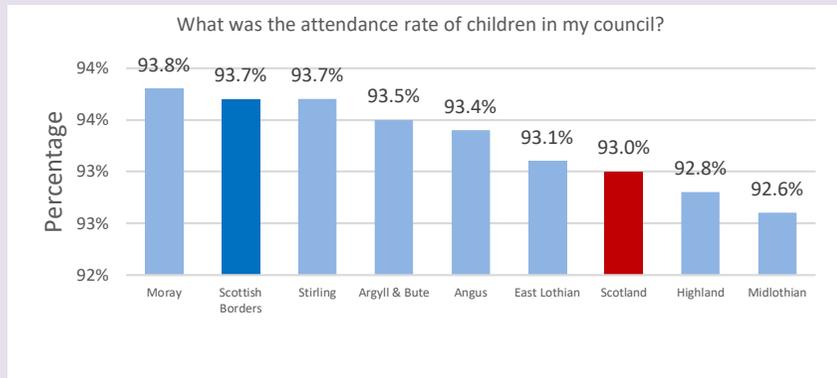
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Children's Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

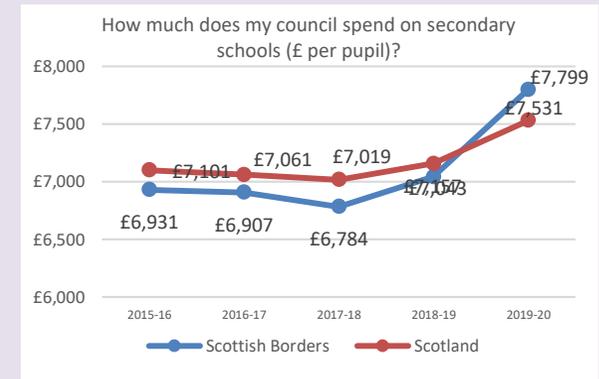
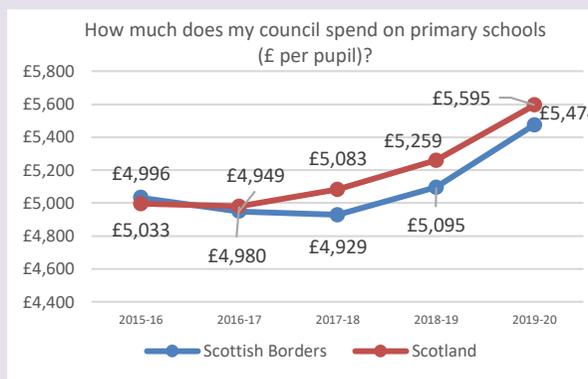
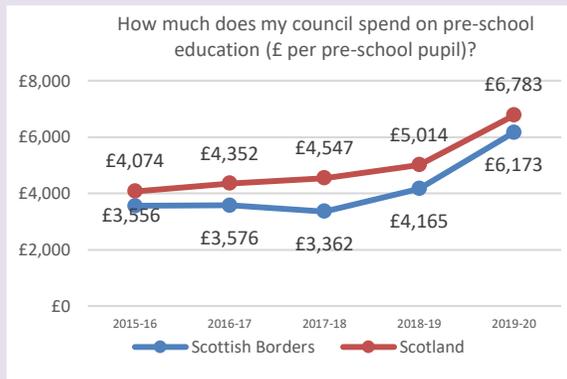
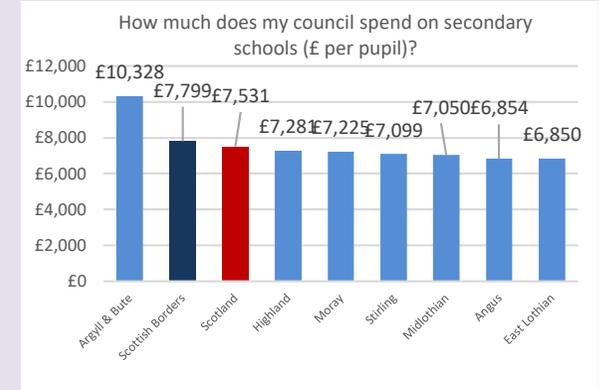
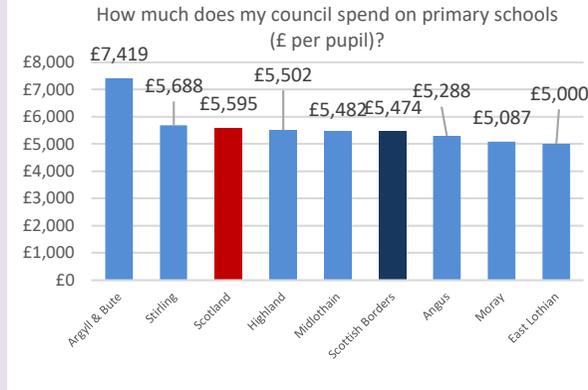
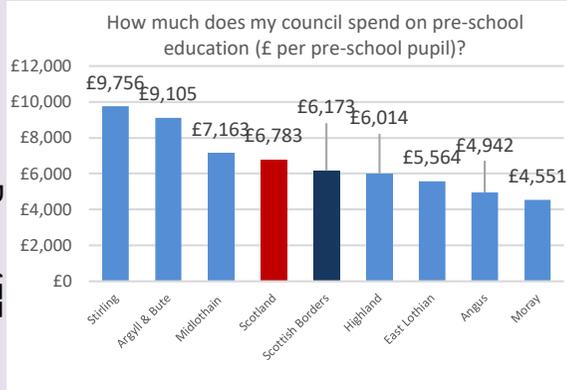
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Spend on Schools – How do we compare to others ? (Local Government Benchmarking Framework 2019-20)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Children & Families Social Work

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Looked After Children (aged 12+) in Community Family Based Placement rather than residential	% at end of period	70%	64%	63%	66%	70%	↗	Orange
Looked After Children (all ages) in Community Family Based Placement rather than residential	% at end of period	84%	80%	81%	83%	80%	↗	Green
Number of Looked After Children	Number at end of period	202	200	180	186	-	↗	Context
Inter-agency Referral Discussions - child	Number in period	590	475	422	108	-	↘	Context
Child Protection Register	Number at end of period	46	30	53	35	-	↗	Context

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Observations:

Looked after Children (aged 12+) in Community Family Based Placements has increased in Q1 21/22 and is 2% higher than the same period last year. Although still slightly below target, this is attributed to the incremental implementation of Continuing Care following the Children and Young People (Scotland) Act 2014. Continuing Care is a non-looked after legal status which allows young people to choose to remain in their existing care placement until 21 years of age. Therefore, we have a number of young people in foster care who are no longer considered to be Looked After as they are in Continuing Care placements. Also, over the last 5 years we have seen a continuing rise in young people in kinship care placements (which are community family based placements

and the Continuing Care status is equally applicable to them too).

Looked after Children (all ages) in Community Family Based Placements remains positive and has continued to increase at the end of Q1 21/22 to 83%.

The overall **Number of Looked After Children** shows a slight increase on the previous quarter. This is snapshot data and does not take in to account fluctuations throughout the period. This too will be affected by the implementation of Continuing Care.

The **number of Inter-agency Referral Discussions (IRD)** continues to fluctuate over the quarters. IRD's provide a whole system co-ordinated approach to ensuring vulnerable

children are highlighted, supported and their situation monitored to provide stability. Q1 21/22 has decreased for the 4th consecutive quarter; however, there were 35% more IRDs undertaken when compared to the same period in the previous year,

The **number of children on the Child Protection Register** has decreased when compared to the previous quarter; however, shows a similar volume of registrations compared to the same period in 20/21. As with the LAC figure, this is a snapshot at the end of the period and doesn't take in to account fluctuations throughout the period.

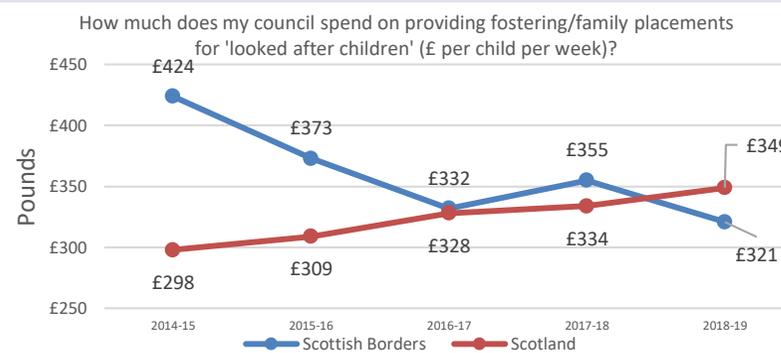
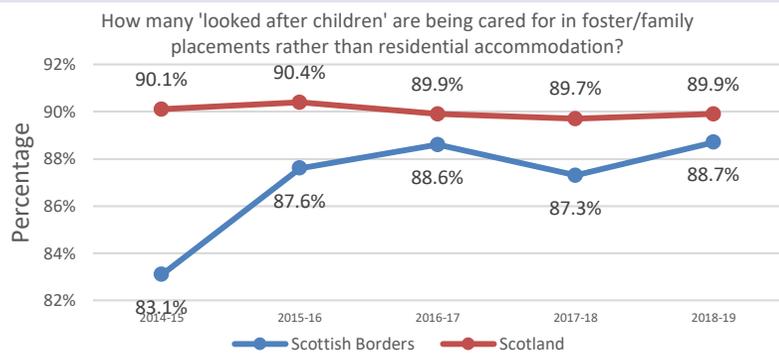
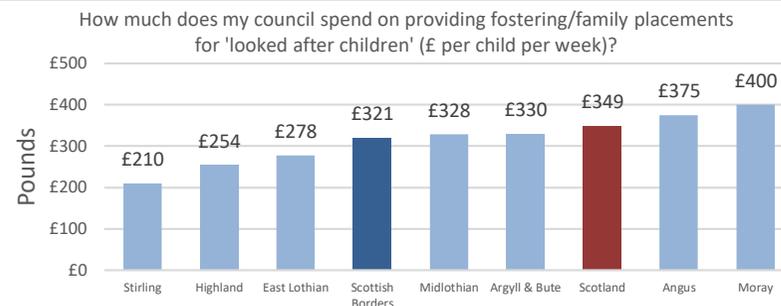
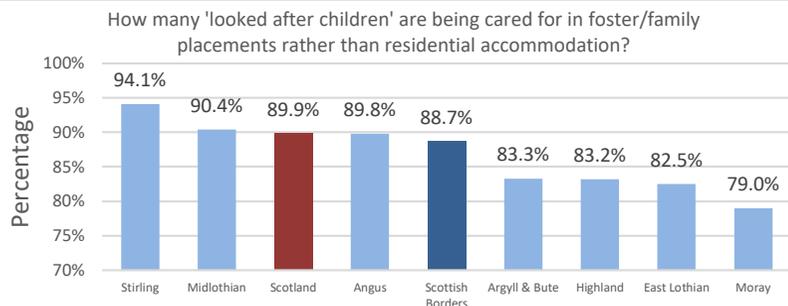
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Children's Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)

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Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Community Learning & Development (Annual Performance)

*3 quarters only

Performance Indicators	17-18	18-19	19-20	*20-21	Trend	Status
Participation – Number of Learners	877	717	685	*274	↓	
Participation - Number of learning programmes delivered	937	896	817	*321	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased employability	156	204	147	*31	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased health and wellbeing	635	562	598	*125	↓	
Achievement - Number of learning programmes that lead to outcomes of: Increased skills	374	317	305	*75	↓	
Achievement - Number of learning programmes that lead to outcomes of: Family outcomes	379	326	284	*63	↓	
Progression - Number of learning programmes that lead to: Progression to employment, further learning, volunteering or participation in a community activity	387	484	400	*113	↓	
Progression - Number of learning programmes that lead to: Accreditation (nationally recognised)	273	346	204	*46	↓	

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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.

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.

The impact of CV-19 is apparent in the significantly reduced number of participants. The CLD service has been at the heart of the Community Assistance Hubs and the Council's Emergency Response role over the course of the last year. This, along with lockdown and social distancing, has heavily impacted upon our capacity to deliver learning programmes and achieve their planned outcomes.

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Modern Apprentices

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
New Modern Apprentices employed this year	Cumulative in year number	33	39	28	8	-	↘	Context
Number of Current Modern Apprentices	Number at end of period	34	50	45	46	-	↘	Context
Modern Apprentices securing employment with SBC after MA	Cumulative in year number	11	14	24	3	-	↘	Context

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Observations:

We continue to see MA opportunities offered in a variety of council Departments. In addition to normal recruitment of MA's Young Persons Guarantee funding has enabled us to offer additional MA's to young People in the Borders.

There is currently 46 employed MA's within Scottish Borders Council. 20 of these MA's are working with in Children and Young Peoples Department training as Early Years Practitioners.

During the first quarter we have seen 3 MA's secure paid employment with SBC after their apprenticeship.

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Adult Social Care



Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Adults (aged 65+) receiving care at home	% at end of period	78%	79%	78%	79%	70%	↗	Green
Adults using Self Directed Support (SDS) approach	% at end of period	85.2%	94.4%	96.0%	97%	90%	↗	Green

Bed days



Performance Indicators	Basis	18-19	19-20	20-21	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Target	Trend	Status
Bed days associated with delayed discharges from hospital (residents 75+)	Rate per 1000 population, in period	761	656	601	118	153	165	166	180	↗	Green
Bed days associated with Emergency Admissions (75+)	Rate per 1000 population, in period	3,544.9	3285.38	-	513.0	626.5	1,179.2	-	10% Scottish avg	↗ Q3	Red

Observations:

The data for **emergency admission occupied bed days (age 75+)** shows a significant increase in Q3 compared to the previous quarter (1,179 bed days compared to 626 last quarter). This has brought our performance below the Scottish average of 1059 and outside of the desired target (953.1). This increase is attributed to these figures now including the 4 Borders Community Hospitals.

The rate of **Bed Days Associated with Delayed Discharge** has increased in Q4 20/21. However, this remains well below the target of 180 and is better than the same period

last year (Q4 19/20 – 200).

Adults using SDS and those **aged 65+ receiving care at home** remains fairly static and above target.

Please note these indicators are under review with the intention of incorporating additional social care measures in the future.

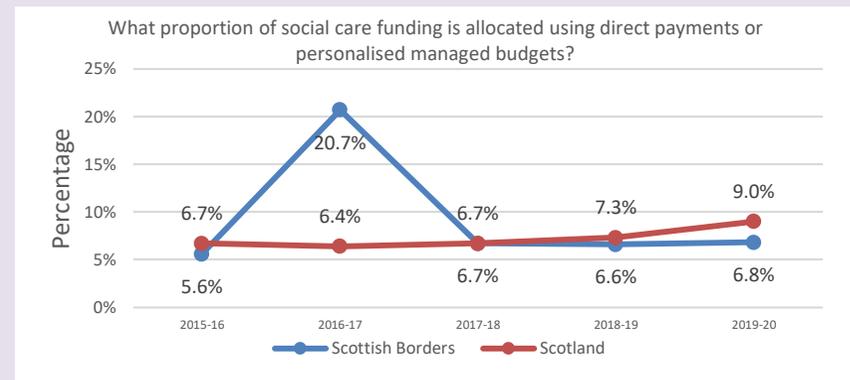
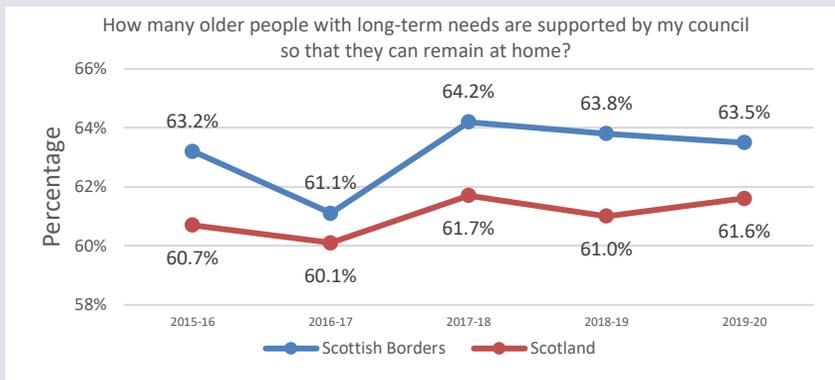
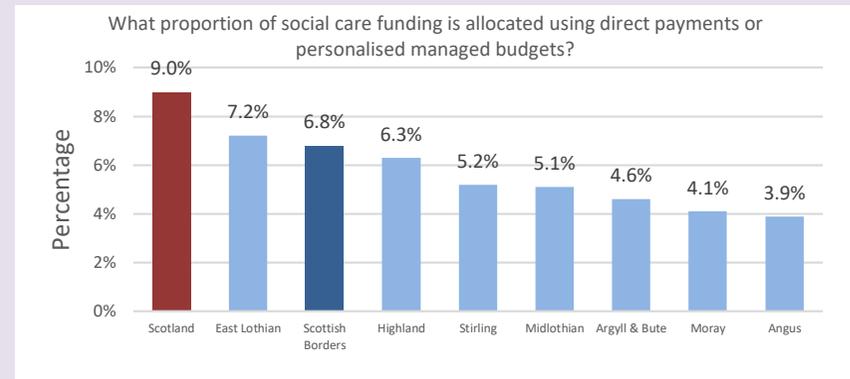
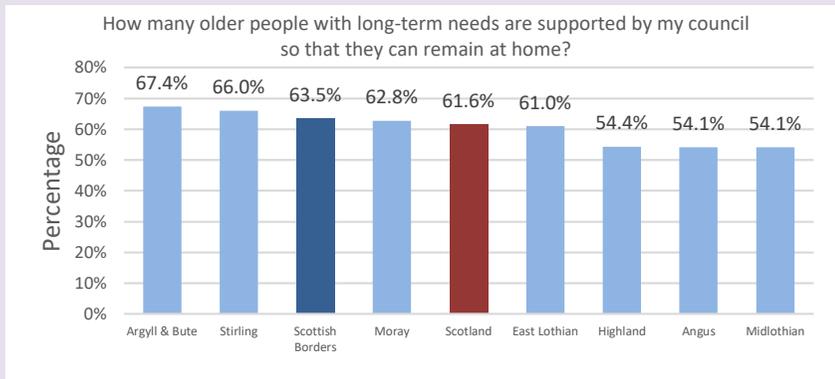
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Adult Social Care Services – How do we compare to others ? (Local Government Benchmarking Framework 2018-19)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

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Adult Protection

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Adult protection - Concerns	Number in period	338	356	238	62	-	↗	Context
Adult protection - Investigations	Number in period	176	205	123	42	-	↗	Context
Referrals To Domestic Abuse Services	Number in year to date	762	693	453	129	* 693	↘	Context
Reported incidents of domestic abuse	Number in year to date	1,005	1,129	1,282	336	* 330	↗	Context
High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference	Number in year to date	93	102	123	40	* 102	↘	Context

* Target = 2019/20 Ytd. value

Observations:

The number of **Adult Protection Investigations** shows an increase when compared to the same period the previous year (36 Q1 20/21).

129 referrals into DAAS (Adults) in 2021/22 to date, which is 28 additional referrals when compared to 2020/21 for the same time period and equates to a 27.7% increase. The Covid-19 pandemic has had an impact on referrals into domestic abuse services but the referrals have increased in quarter 1 of 2021/22. As government measures to combat Covid-19 are eased it is expected that referrals into the Domestic Abuse Advocacy Support service (DAAS) will increase.

There were 40 referrals to MARAC in 2021/22 for the year to date compared to 35 in 2020/21 for the same time period, which is a 5 referral, 14.3% increase. During the Covid-19 lockdown MARAC has been running via teleconference and agency

attendance has been excellent. MARAC will continue to operate via teleconference until normal service can be resumed.



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Safer Communities

* Target = 2020/21 Ytd. value

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Cases showing agreement or improvement after mediation	% in period	93.3%	90.7%	63.6%	7.7%	80%	↓	Red
% of clients surveyed (Adults) that reported feeling safer on exit from Domestic Abuse Advocacy Support	% in period	100%	100%	74%	Annual	100%	↓	Orange
Referrals to mediation	Number in year to date	123	152	49	4	* 26	↓	Red



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Observations:

7.7% of **mediation cases have shown agreement/improvement** following mediation in 2021/22 to date against a baseline target of 80%. The success rate has been significantly affected by Covid-19 lockdown restrictions. The decrease in success rate is largely due to the impact of the Covid-19 lockdown meaning there is little opportunity to conduct mediation through face to face contact. Where possible mediation is conducted through other than face to face contact.

14 of 19 (74%) **clients surveyed stated they felt slightly or much improved safety on exit from the service.** Of the Interviews conducted the majority of clients report having a positive experience working with DAAS. On entry to the service advocates are gaining consent to interview clients on exit from the service, which means interviews are conducted on a representative sample of clients who have worked with DAAS.

A decrease of 22 **referrals to mediation** in 2021/22 to date when compared to 2020/21 for the same time period, which equates to an 84.6% decrease. The decrease in referrals is largely due to the impact of the Covid-19 lockdown and the inability to conduct face to face mediation. Where possible mediation is conducted through other than face to face contact.

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OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Safer Communities

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Number of reported ASB Incidents	Number in year to date	5,676	5,460	7,289	1,686	* 2,547	↗	Context
ASB Early Interventions	Number in year to date	899	804	898	194	* 203	↘	Context
Monitored for ASB	Number in year to date	1,561	1,636	1,645	518	* 416	↗	Context
Group 1-5 recorded crimes and offences	Number in year to date	3,704	3,577	3,495	1001	* 807	↘	Context

* Target = 2020/21 Ytd. value

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Observations:

A 33.8% decrease in **reported ASB incidents** in 2021/22 for the year to date when compared to 2020/21 for the same time period. This equates to 861 fewer incidents recorded. The significant decrease is mainly due to an easing of Covid-19 government restrictions in quarter 1 of 2021/22 when compared to what was in place in the first quarter of 2020/21. Breaches of government restrictions are recorded as antisocial behaviour by Police Scotland. Through a multi-agency partnership we continue to intervene at the earliest opportunity to reports of antisocial behaviour. The Police Scotland Community Actions Teams (CAT), which are funded by Scottish Borders Council, respond to community issues regarding antisocial behaviour with significant success.

A decrease of 9 **ASB Early Interventions** in 2021/22 for the year to date when compared to 2020/21 for the same time period, which equates to a 4.4% decrease. There was an

initial impact to services due to the Covid-19 pandemic, however all agencies have now adapted their ways of working and responding to issues and early interventions are similar to last year at this point.

We continue to work as a partnership to share information and respond in a coordinated way. We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.

102 more people **monitored for antisocial behaviour** in 2021/22 for the year to date when compared to 2020/21 for the same time period, which equates to a 24.5% increase. We are currently looking at amendments to the current antisocial behaviour recording system to enable us to better analyse and understand the effectiveness of intervention methods and so improve the approach being taken and as a result improve the outcomes for complainers.

There was an initial impact to services due to the Covid-19 pandemic, however all agencies have now adapted their ways of working and responding to issues. Monitoring cases are higher than last year at this point due to the fact that we were in lockdown in Quarter 1 of 2020/21 and that resulted in fewer people being monitored. 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.

A 24% increase in **group 1-5 crimes** in 2021/22 to date when compared to 2020/21 for the same time period, which equates to 194 additional victims. The Coronavirus pandemic resulted in a reduction in the number of crimes being reported in quarter 1 and quarter 2 of 2020/21. For quarter 1 of 2021/22 the number of crimes is higher in comparison as there is not the same level of restrictions now in place.



A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021

Economic Development and Procurement

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Total number of start-up customers who have begun trading (Business Gateway)	Total number in period	-	-	-	-	150	-	-
Number of clients attending start-up workshops/seminars (Business Gateway)	Total number in period	-	-	-	-	250	-	-
Number of jobs created (Business Gateway)	Annual Total number of jobs	-	-	-	Annual Measure	n/a	-	Context
Sector breakdown of Business Start-Ups (Business Gateway)	Annual breakdown	-	-	-	Annual Measure	n/a	-	Context
Industrial and commercial properties owned by the council that were occupied	% occupied at end of period	88%	91%	91%	-	88%	→	20/21
Invoices paid within 30 days	% in period	84%	90%	95%	95%	93%	↓	
PCIP Score (Procurement Capability Improvement Programme)	Bi-annual score	78% 2018	n/a	-	Annual Measure	-	n/a	n/a
Additional homes provided affordable to people in the Borders, based on our wages?	Number provided in year	191	141	107	Annual measure	128	↓	

Observations:

The current 5 year average **annual affordable housing** figure is circa 142. These annual delivery figures have always varied considerably from year to year due to a number of factors. In 20/21, CV-19 related impacts have included the closure of building sites, a number of delayed site starts, materials shortages, material delivery delays and working days lost due to infection.

Invoices paid within timescales continues to exceed the quarterly target.

Business Gateway data is awaited from South of Scotland Enterprise. This information will be updated in future reports.

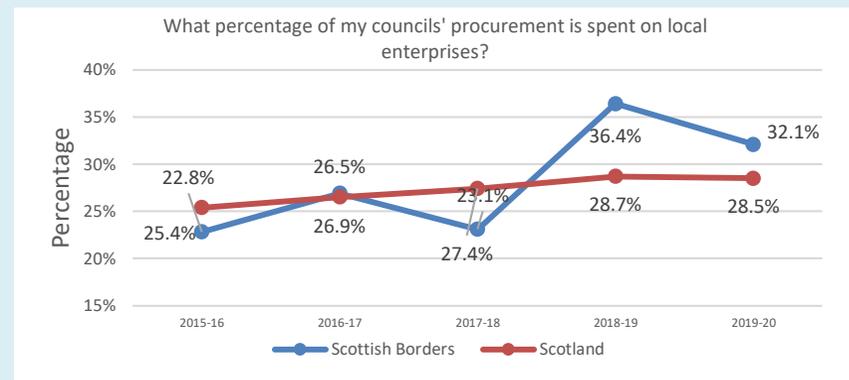
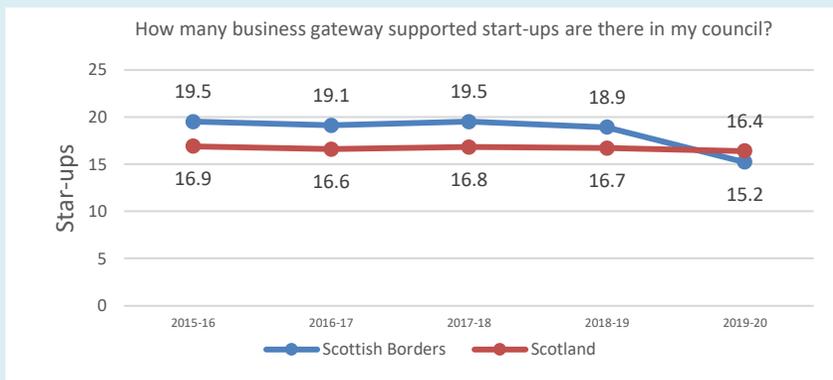
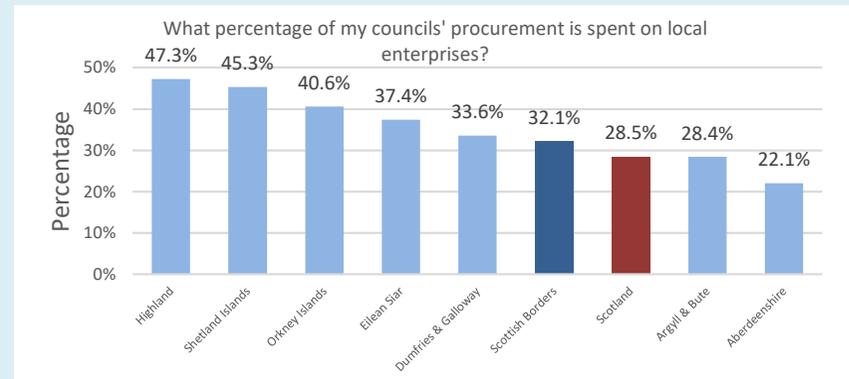
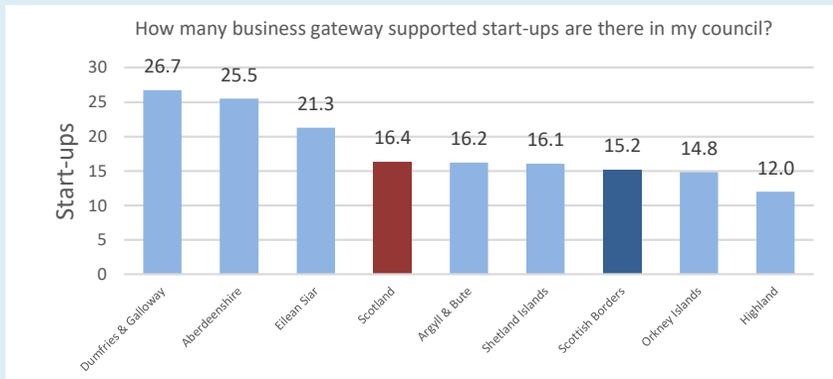
A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



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Economic Development – How do we compare to Others ? (Local Government Benchmarking Framework 2019)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons



A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021

Employment

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
16 - 64 Employment rate	% final quarter in period	75.7%	74.9%	n/a	-	73.5% (Scotland)	↘ 19-20	Context
16 - 64 Claimant Count	% final quarter in period	2.47%	2.77%	5.33%	5.15%	5.8%	↗	
18 - 24 Claimant Count	% final quarter in period	4.53%	5.17%	9.9%	9.25%	8.2%	↗	

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Observations:

Q1 21/22 date for the **employment rate of people aged 16-64** is not currently available. The Office for National Statistics (ONS) supplies this data and the release of the Q4 20/21 figure has been delayed until September 2021 due to a methodological change in the way that the figure is calculated. It is anticipated the Q1 21/22 figure will be released thereafter.

The average rate of **people aged 16-64 claiming out-of-work benefits** was 5.15% at the end of Q1 21-22. This is slightly lower than the same period last year (5.33%).

The average rate of **people aged 18-24 claiming out-of-work benefits** was 9.25% in this Quarter, which is a slight increase on the same period last year (9.13%) and remains out with target.. However, it is an improvement on the previous quarter (9.9%).

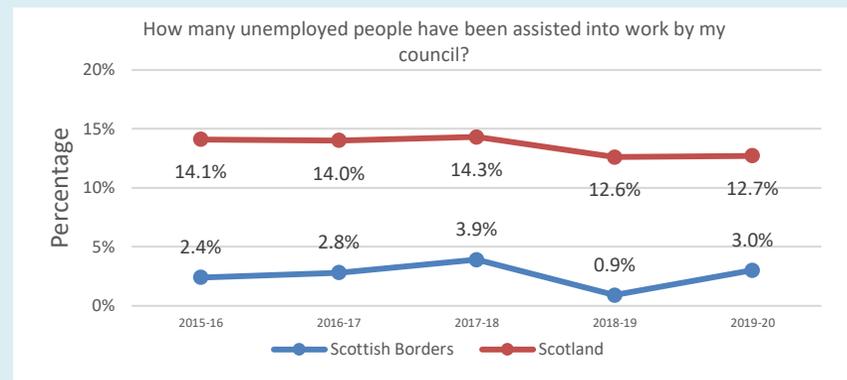
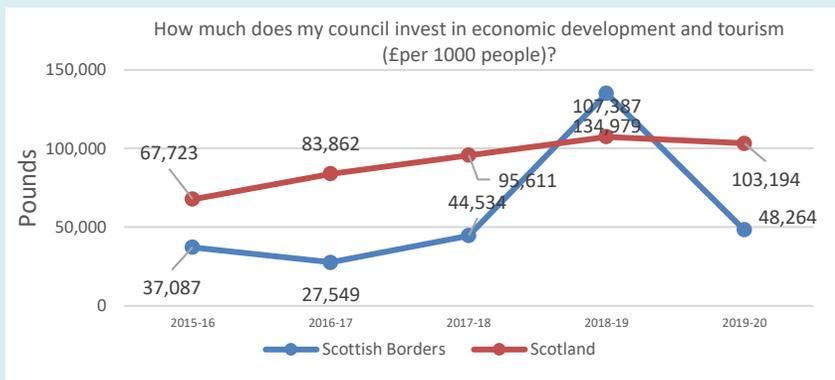
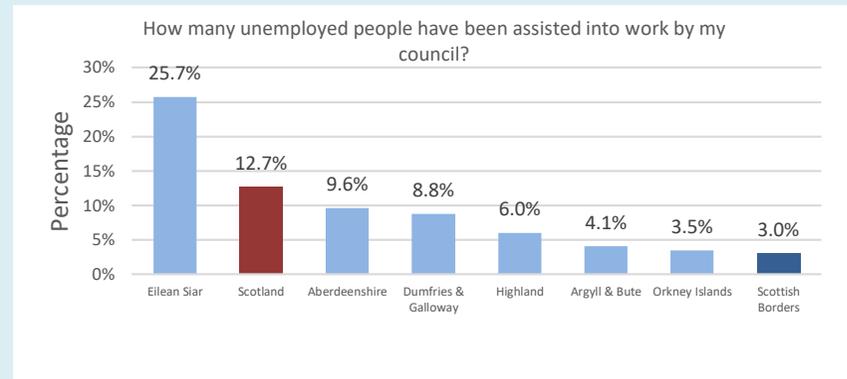
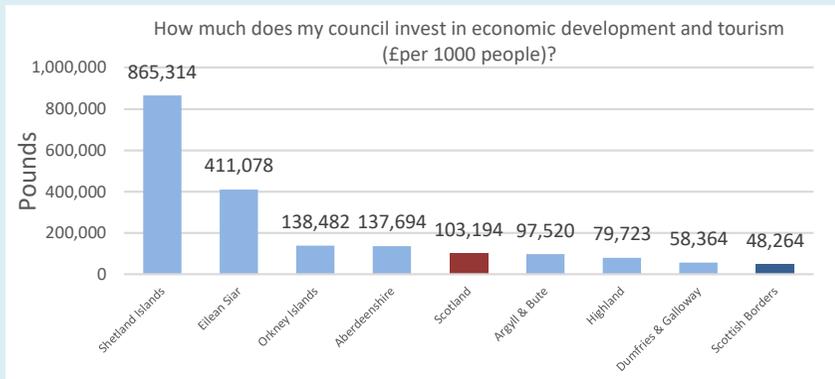
A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



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Economic Development – How do we compare to Others ? (Local Government Benchmarking Framework 2019-20)



Source: Adapted from mylocalcouncil website, latest LGBF family group & national comparisons

A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Major Projects

Performance Indicators	Basis	18-19	* 19-20	20-21	Q1 21-22	Trend	Status
Top Capital projects on target	Number with 'Green' RAG at end of period	18	12	18	-	-	-
Top Capital projects slightly behind target	Number with 'Amber' RAG at end of period	1	6	3	-	-	-
Top Capital projects not on target	Number with 'Red' RAG at end of period	0	0	0	-	-	-

* June 20 RAG's



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Observations:

Note that details of Capital Monitoring are provided to Executive Committee under a separate agenda item.

Q1 21-22 Capital Monitoring will be discussed by the Corporate Management Team on 04 August; therefore, figures will be reported retrospectively in the Q2 performance report.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Community Empowerment

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	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Asset transfer requests Received	Number in period	0	4	3	0	-	↘	n/a
Asset transfer requests Agreed	Number in period	3	3	0	0	-	→	n/a
Asset transfer requests Refused	Number in period	0	0	0	0	-	→	n/a
Community Participation requests Received	Number in period	6	3	0	0	-	→	n/a
Community Participation requests Agreed	Number in period	3	3	0	0	-	→	n/a
Community Participation requests Refused	Number in period	2	1	0	0	-	→	n/a
People carrying out volunteer work with SBC	Number of people volunteering	155 Q4	181 Q4	197	326	-	↗	Context

Observations:

No new formal **asset transfer requests** were submitted during quarter one of 2021/22. One group that had been developing a request in 2018/19, before withdrawing from the process, has indicated that they would like to explore a potential request again.

The formal request to take on a lease of Jedderfield Farm, Peebles was withdrawn on 9 April 2021. As with participation requests, asset transfer requests are promoted through Area Partnerships and will be publicised further during 2021/22.

No **participation requests** were received during quarter one of 2021/22. However, the six outcome improvement processes associated with the previous participation requests are continuing. Participation requests and the Community Empowerment

(Scotland) Act 2015 in general continue to be promoted through the Area Partnerships and will be promoted wider during the year ahead.

Q1 of 2021/22 has seen some services start to open up further. Although no walks are open in Chirside, Coldstream or Peebles all others are now open including new walks in Galashiels, Stow and Kelso and, a walk has re-opened in Walkerburn after three years. 116 young people have been involved in volunteering as part of the Duke of Edinburgh's Awards. In total it is estimated that the volunteering reported here had an economic benefit to the Borders of £15,437.58.

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Community Funding

Community Fund – Total Value of funding	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Total Scottish Borders	£ awarded in period	n/a	£198.5k	# £416.1k	# £149.8k	-	n/a	Context
Berwickshire	£ awarded in period	n/a	£17.1k	# £111.7k	# £0	-	n/a	Context
Cheviot	£ awarded in period	n/a	£26.0k	# £78.4k	# £2.6k	-	n/a	Context
Eildon	£ awarded in period	n/a	£88.3k	# £93.3k	# £33.1k	-	n/a	Context
Teviot & Liddesdale	£ awarded in period	n/a	£22.6k	# £45.7k	# £27.6k	-	n/a	Context
Tweeddale	£ awarded in period	n/a	£43.4k	# £70.9k	# £86.5k	-	n/a	Context
Borders-Wide	£ awarded in period	n/a	£1.1k	# £16.1k	# £0	-	n/a	Context
Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Neighbourhood Small Schemes Fund	£ awarded in period year to date	£176.7k	£157.7k	£116.7k	£74.5k	-	↘	Context

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**Observations:**

Community fund: Please note that the 2019/20 Community Fund was suspended on 20 March 2020, due to Covid-19, and the 2020/21 Fund opened at the beginning of September. Therefore, the amounts reported will relate to this position until all outstanding applications are progressed and is reflected in the increased figures for Q3 2020/21 onwards.

In relation to the **Neighbourhood Small Schemes Fund**, in Q1 2021/22, 43 projects were awarded a total of £74,488. The amounts awarded ranged from £50 to £12,765 and averaged £1,732

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Community Resilience

Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Community Resilience – SB Alert Registrations	Number at end of period	5,266 Q4 18-19	6,211	6,458	6,454	10,000 (2 yrs)	↗	
Active community resilience plans	Number at end of period	47 Q4 18-19	55	59	59	-	↗	Context
Progressing community resilience plans	Number at end of period	6 Q4 18-19	0	0	6	-	↗	Context

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Observations:

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

6,454 **people are registered with SB Alert** at the end of Q1 2021/22. 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 slight reduction in SB Alert registrations is due to the removal of duplicate entries following a cleanse of the data.

The number of **active Resilient Community plans** remains fairly static in Q1. Several RC Groups were temporarily established in order to provide a community response to the CV-19 pandemic. Therefore, it is anticipated the number of active plans will reduce slightly in future quarters. The Emergency Planning team have commenced a scoping exercise that will look at encouraging these groups to continue post CV-19.

More information about community resilience can be found at:

https://www.scotborders.gov.uk/info/20008/emergencies_and_safety/191/resilient_communities

EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING QUARTER 1 APRIL 2021 to JUNE 2021



Community Benefits



Performance Indicators	Basis	18-19	19-20	20-21	Q1 21-22	Target	Trend	Status
Contracts awarded with community benefit clauses	Number during period	26	18	14	Reported in Q2	-	↘	Context
Employment opportunities delivered as a result of community benefit clauses	Number during period	25	46	39	Reported in Q2	-	↘	Context

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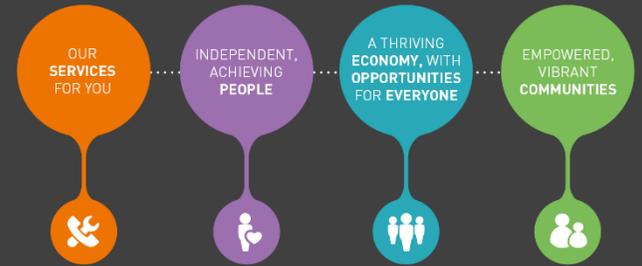
Observations:

Community Benefits information is reported twice yearly. The next update will be included in the Q2 21/22 Performance Report.

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OUR PLAN for 2018-23 and your part in it

COVID-19 RECOVERY PLAN PROGRESS

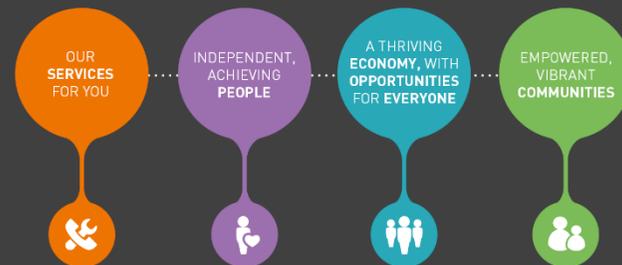


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APPENDIX 2b: Recovery Plan Performance Reporting Approach

OUR PLAN for 2018-23 and your part in it

COVID-19 RECOVERY PLAN PROGRESS



RECOVERY PLAN PROGRESS REPORTING APPROACH

Our Covid-19 Recovery plan was agreed at Council on 27 May 2021 and it is important that we keep track of the difference this Recovery Plan is making over the next 12 months. In order to do this, we will collect data and organise it in a way that gives us a clear measure of our success.

The Recovery Plan is underpinned by 8 principles:

- Maintain Resilient And Sustainable Services;
- Develop Our People and Future Ways of Working;

3. Help Our Children And Young People To Achieve Their Educational And Attainment Aims;
4. Deliver Digital Performance To Make The Most Effective Use Of Our Resources;
5. Support Business And Grow The Economy;
6. Invest In Regeneration And A Sustainable Future;
7. Harness The Power Of Our Communities To Tackle Inequality And Social Exclusion and;
8. Climate Change.

The following outlines the measures that will be used to monitor the Recovery Plan and demonstrate if it is working.

The measures set out below will be incorporated within the Performance Indicators Appendix from Q2 21/22 onwards. At that point, data for both Q1 and Q2 21/22 will be reported. It's worth noting, however, several of the measures are already being actively monitored and reported in this Quarterly report.

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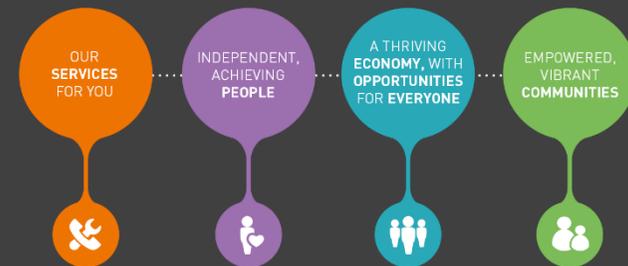
OUR SERVICES FOR YOU - RECOVERY

*Existing Performance Indicator

Recovery Plan Principle	What will success look like?	How will it be monitored?
1. MAINTAIN RESILIENT AND SUSTAINABLE SERVICES	1.1. Everyone can access the quality services they need.	*% of complaints classified as 'Failure to deliver service'.
	1.2. The health and social care sector can cope with ongoing demand and winter pressures.	Average waiting time from Referral to Assessment of need.
2. DEVELOP OUR PEOPLE AND FUTURE WAYS OF WORKING	2.1 Staff tell us what things are working well and what needs to improve.	Staff engagement
	2.2. Data and metrics demonstrate improved staff wellbeing (e.g.) mental health and wellbeing indicators, absence, staff turnover and employee engagement.	*Absence rate of Teaching Staff *Absence rate of Non-Teaching Staff

OUR PLAN for 2018-23 and your part in it

COVID-19 RECOVERY PLAN PROGRESS



INDEPENDENT, ACHIEVING PEOPLE- RECOVERY

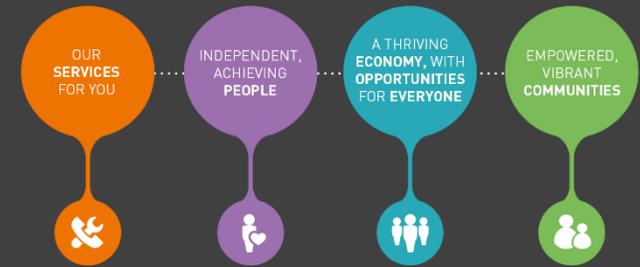
Recovery Plan Principle	What will success look like?	How will it be monitored?
3. HELP OUR CHILDREN AND YOUNG PEOPLE TO ACHIEVE THEIR EDUCATIONAL AND ATTAINMENT AIMS	3.1. Families and carers feel confident that children can get back to school and access the education they need.	% of Student absences due to parents isolating against advice.
	3.2. Children can complete a full academic year, without any impact on their results.	*School Attendance overall
4. DELIVER DIGITAL PERFORMANCE TO MAKE THE MOST EFFECTIVE USE OF OUR RESOURCES	4.1. Investment in digital services and working delivers measurable results.	£'s invested in digital services. *Customer Contacts (F2F, Email, Web).

A THRIVING ECONOMY WITH OPPORTUNITIES FOR EVERYONE - RECOVERY

Recovery Plan Principle	What will success look like?	How will it be monitored?
5. SUPPORT BUSINESS AND GROW THE ECONOMY	5.1. Businesses are supported to safeguard jobs, and to recover and adjust to drive future growth.	£'s issued to Businesses as part of the Covid-19 Recovery Fund.
	5.2. There is increased provision/delivery of training, skills and career based activities	*Number of clients attending start-up workshops/seminars (Business Gateway)
6. INVEST IN REGENERATION AND A SUSTAINABLE FUTURE	6.1. We have accelerated delivery of our capital works and infrastructure projects to support growth in housing, business and our town centres.	*Total Number of Business Start-Ups that began trading (Business Gateway). *Number of affordable homes provided to people in the Borders.

OUR PLAN for 2018-23 and your part in it

COVID-19 RECOVERY PLAN PROGRESS



EMPOWERED, VIBRANT COMMUNITIES - RECOVERY

Recovery Plan Principle	What will success look like?	How will it be monitored?
Page 199 HARNESS THE POWER OF OUR COMMUNITIES TO TACKLE INEQUALITY AND SOCIAL EXCLUSION	7.1. Greater numbers of people are supported to improve their health and well-being and recover well from the effects of pandemic including isolation and financial stress.	*Number of people contacting the Welfare Benefits service. Number of Groups/Organisations applying to the Build Back a Better Borders Recovery Fund / Value of Funding awarded. Number of Test and Protect Welfare calls made.
	7.2. More of our most vulnerable people receive the local support they need and greater numbers of our communities are supported to deliver local solutions to local priorities.	*Number of active Community Resilience Plans
	7.3. Social value, engagement and co-production are embedded within our planning, procurement, and delivery of services	This will be reflected in the revised Corporate Plan. Once the Corporate Plan has been developed, a measure for success will be determined.
8. CLIMATE CHANGE	8.1. Carbon dioxide emissions are being reduced towards our target of being carbon neutral.	Reduce CO2 emissions by 6.1% per year.
	8.2. There is greater investment in sustainable transport (e.g.) electric vehicles, cycle routes and public Transport.	Number of eCars introduced to rural areas.
	8.3. We are reducing the cost and carbon footprint of the council's property.	*Reduce our Electricity and Gas consumption.



APPENDIX 3: 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	•	
FOI's Received & Completed on Time	•	

Indicators	Quarterly (#Exec)	Annual (*LGBF)
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		•
Staff Absence Rates	•	•

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 (inc 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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COMMUNITY ACTION TEAM

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IMPACT REPORT FOR QUARTER 1 APRIL TO JUNE 2021



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BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
TASKING DURING PERIOD 1. Fire setting in Chirnside. 2. Youth issues in Eyemouth.	TASKING DURING PERIOD 1. Several reports of damage to the public toilets in Jedburgh in May.	TASKING DURING PERIOD 1. Following intelligence received drugs warrant was executed in April. 2. Following intelligence received a further drugs warrant was executed in April.	TASKING DURING PERIOD 1. Following intelligence received a drugs warrant was executed in Hawick in May.	TASKING DURING PERIOD 1. Several reports of youths drinking alcohol in Peebles in May.
EVIDENCE OF IMPACT 1. A young person was charged with multiple incidents of fire setting in May. 2. Following sustained patrols by the CAT and a mobile CCTV camera placement there was a significant drop in youth issues in the town in June.	EVIDENCE OF IMPACT 1. Following sustained patrols and installation of a mobile CCTV camera there have been no further reports of damage in June.	EVIDENCE OF IMPACT 1. Drugs seized with a street value of £3,360 and a female has been protected following an enquiry into possible cuckooing. 2. A significant drugs recovery with an estimated street value of £250,000 was made.	EVIDENCE OF IMPACT 1. Class A drugs to the value of £6,000 seized and a vulnerable person being used for illicit gain of others (cuckooing) was assisted.	EVIDENCE OF IMPACT 1. A person was identified as supplying children under 18 with alcohol and is now banned from a specific premises.

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	14				9				12				7				8			
Accepted in Quarter	13				4				7				7				7			
% of tasking accepted by the CAT across all localities					2020/21 73%								2021/22 Year to Date 76%							
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 1 APRIL TO JUNE 2021



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HI-VISIBILITY FOOT PATROL (HOURS)	MOBILE PATROL (HOURS)	STATIC ROAD CHECKS	ANTI-SOCIAL BEHAVIOUR WARNING LETTERS ISSUED TO UNDER 18s	NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS																																								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>337</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	337				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>1,862</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	1,862				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>92</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	92				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>88</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	88				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>74</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	74			
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Foot patrols are the number of hours CAT officers spend in a specific location carrying out foot patrols. The figure quoted is in individual officer hours.	Mobile patrols are those carried out in marked Police Scotland vehicles and can involve 1 or more officers. The figure quoted is in individual officer hours.	Static road checks are proactive stops of vehicles in known problem locations to prevent or detect criminal or antisocial acts involving vehicles.	Where young people aged under 18 are evidenced committing antisocial behaviour (including drinking alcohol) warning letters are issued to parents/guardians to advise them of the situation.	50% of searches were positive for drugs in Q1 NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>14</td><td></td><td></td><td></td></tr> </table>	Q1	Q2	Q3	Q4	14																																			
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	BERWICKSHIRE				CHEVIOT				EILDON				TEVIOT				TWEEDDALE			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PARKING: No of Tickets Issued	6				11				127				48				60			
2021/22 Year to date all localities	Q1				Q2				Q3				Q4							
	252																			

Note: Year to date quarterly totals include tickets issued where the locality wasn't recorded



DESTINATION TWEED – POLLINATORS ALONG THE TWEED PROJECT

Report by Service Director Assets & Infrastructure

EXECUTIVE COMMITTEE

17 AUGUST 2021

1 PURPOSE AND SUMMARY

- 1.1 This report proposes that Scottish Borders Council supports and works in partnership to help deliver the proposed 'Pollinators along the Tweed' Project being developed by Tweed Forum in partnership with Buglife. The project comes under the auspices of the 'Destination Tweed' project, a series of interconnected schemes and proposals along the entire length of the River Tweed that is being developed by Tweed Forum, Scottish Borders Council and other partners. Destination Tweed includes the 100 mile Tweed Trail recreational route starting beyond the Tweed source near Moffat out to sea, with associated ecological and cultural projects of which this is one.**
- 1.2 The report sets out the context, aims and objectives of the project as well as the anticipated funding bid by Tweed Forum to the Heritage Lottery Fund and the required commitment from Scottish Borders Council that is integral.
- 1.3 'Pollinators along the Tweed' aims to create and enhance pollinator habitats along the River Tweed corridor, involving local communities in the creation and management of those habitats. Opportunities in the wider countryside will also be explored. This will help to deliver the Scottish Pollinator Strategy which is part of the Scottish Biodiversity Strategy. Tweed Forum aim to submit a funding bid to the National Lottery Heritage Fund in November 2021 with delivery of the project programmed to start in April 2022. As part of this, Scottish Borders Council will be required to commit to a 10 year management plan, as set out in this paper.
- 1.4 Supporting biodiversity and sustaining habitat networks is a key component of climate change adaptation and mitigation.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) agree in principle to Scottish Borders Council signing up to the 10 year management plan and consider future resource implications within the Parks & Environment Service.**
- (b) agree to the further exploration of possible funding streams to roll out this approach across the region as outlined in 6.7.**

3 BACKGROUND

- 3.1 The aim of 'Pollinators along the Tweed' is to create a network for nature on the River Tweed B-Line (2km wide corridors either side of the river) by increasing the area of wildflower-rich grasslands and restoring habitat connectivity. The project will engage with Scottish Borders Council, landowners and communities in the creation, restoration and enhancement of sites for pollinators in villages and towns along the River Tweed (those outside the Scottish Borders region marked in italics); *Biggar*, *Peebles*, *Innerleithen*, *Selkirk*, *Galashiels*, *Tweedbank*, *Melrose*, *Newtown St Boswells*, *St Boswells*, *Kelso*, *Coldstream*, *Norham* and *Berwick-upon-Tweed*.
- 3.2 There will be a series of informative and exciting engagement activities with communities and visitors to the area that will raise awareness of the plight of our insect pollinators, about the project plans and proposals and what we can all do to help our pollinators thrive. Pollinators are essential to food production, and if current trends continue, we may not have enough wild pollinators for all the crops our growing population requires (<https://www.buglife.org.uk/bugs/featured-bugs/pollinators/> <https://www.wildlifetrusts.org/savingbees>).
- 3.3 During the delivery phase, the project aims to create, restore and enhance up to 40 hectares of wildflower-rich habitat across a minimum of 50 sites within the extent of the project area, of which it is estimated around 33 will be on land owned and managed by Scottish Borders Council. Habitats created, restored and enhanced will provide forage and nesting sites for a range of pollinator species along these B-Lines.
- 3.4 B-Lines is a mapping exercise methodology that links existing areas of important habitat, eg. Sites of Special Scientific Interest, alongside smaller-scale features for pollinators. B-Lines is a Buglife initiative that has been used at a national and regional scale throughout the UK. NatureScot (one of Tweed Forum's partners) commissioned Buglife to produce a series of B-Lines maps for the 'Pollinators along the Tweed' project which forms a basis for the project.
- 3.5 During the pre-development phase and with funding from NatureScot (formerly SNH), Buglife identified a number of opportunities where sites could be enhanced for pollinators through habitat creation and enhancement and engagement with communities. Opportunities for engagement includes community groups (such as 'in Bloom' groups), Allotment groups, schools and churches. Opportunities for the creation and enhancement of sites for pollinators were identified at locations such as golf courses, public parks, schools and cemeteries.

4 PROJECT DEVELOPMENT

- 4.1 'Pollinators along the Tweed' has been granted funding for the development phase from the National Lottery Heritage Fund, NatureScot, Scottish Borders Council and Sustrans as part of the Destination Tweed project. A part-time Officer has been appointed during the development phase to work with the Council, the community and other landowners to identify sites for

the creation/enhancement of habitat for pollinators and to plan the work required in the delivery phase for each site.

- 4.2 The 'Pollinators along the Tweed' project is reliant on commitment from Scottish Borders Council, as a major stakeholder and steward of public greenspace, in signing up to a 10 year management plan of agreed sites across the project area. Council Officers within Parks & Environment have been working with Buglife and Tweed Forum on assessing proposals and the management and maintenance implications.
- 4.3 If the project is successful in securing funding, habitat creation and enhancement works will be implemented during the delivery phase which is expected to start in April 2022. Buglife will agree works with SBC and will make appropriate arrangements for contractors, timescales, materials, etc.
- 4.4 The proposals being developed include a range of changes in management and maintenance of greenspace within the Council's estate, including reduced grasscutting, increased cutting and lifting of arisings, changes to hedgerow maintenance and wildflower cultivation as well as reviewing rural roadside verge maintenance practices in select locations within the project area. This will all bring benefit to biodiversity along the River Tweed corridor and requires the Council's commitment to appropriate management and maintenance regimes.
- 4.5 Effective communication and engagement is recognised as a key component of this project. In order to ensure this achieved effectively, a Communication plan will be developed with Buglife and partners. This can link with the many related strategic Council agendas, including Placemaking, Participatory budgeting, the Climate Change Route Map and the Food Growing Strategy. Key to this will be articulating how we intend to manage our greenspace to contribute to enhancing quality of life for people who live, work and visit the Scottish Borders.

5 RESOURCE IMPLICATIONS

- 5.1 The project, if awarded grant funding, will bring biodiversity resources, expertise and community engagement into the River Tweed corridor throughout a 5 year delivery period. In return, under the 10 year management plan the Council will be committed to new management practices which will include a combination of less intensive grass mowing, cultivation of new flowering plants and different mowing practices (such as collecting arisings/new composting approaches) at selected sites. These sites will be predominantly centred on the relevant locations within the project area that have previously been identified (and subjected to consultation and Committee approval), as less intensively managed and are already promoted on the Council website as such;
https://www.scotborders.gov.uk/info/20013/environment/931/biodiversity_proposals_2019
- 5.2 The resource implications will depend on the management regimes that are agreed between Buglife, Tweed Forum and Scottish Borders Council. Some of these changes to management regimes will be accommodated within existing manpower and machinery available, however, some changes may require investment in machinery (increased capacity for cutting and lifting)

and staff training to raise skills and knowledge in support of the changed maintenance programmes - Buglife can deliver training on habitat management within the delivery phase.

- 5.3 In addition to the work undertaken by the Council in delivering this project within our estate, the 'Pollinators along the Tweed' project will be working with private landowners to develop larger tracts (c. 2ha) of third party land to support pollinators. The pollinator friendly sites proposed within the Council's green estate therefore would act as habitat corridors between these sites.
- 5.4 The Project will also include working with communities to further the aims of the project within community initiatives, and inviting communities to get involved. As such, by supporting this project through a 10 year management commitment Scottish Borders Council will also be supporting a wider network of biodiversity and community benefits.

6 OPPORTUNITIES AND CHALLENGES

- 6.1 The success of this project is reliant on community buy in and support. Experience has taught us that not everyone welcomes changes in grass cutting within amenity areas. Scottish Borders Council would need to work with communities and Buglife to raise awareness around the emerging proposals on a site by site basis, promoting the critical nature of the changes to support biodiversity in the context of the climate change emergency.
- 6.2 As outlined at 4.5 a key consideration will be how best to engage with communities, identifying appropriate means of engagement and encouraging communities to get involved, such as in the management/maintenance of sites or by observing the wildlife in their local site.
- 6.3 As members will be aware, Scottish Borders Council undertook a review of operational activities in greenspace management in 2018. As a result, since 2018, several grass areas have already been identified where either no, or a single, cut is carried out resulting in beneficial habitat opportunities for a wider variety of biodiversity to exist. The Council are also already trialling a new regime of 'cut and lift' of grasscutting arisings (3 cuts per year) which is beneficial to the creation of impoverished soils which support the natural colonisation of pollinator friendly plants. In order to visualise how some of these changes will look in communities within the Pollinators along the Tweed Project area, some illustrative photos of these comparable sites are included in the Appendix. This project builds on this network of established sites and develops this approach, utilising the expertise of Buglife to guide our management of key sites.
- 6.4 The Council under The emerging Climate Change Route Map sets a clear context, and this project fits in with action NR1; *Utilise SBC greenspace and other publicly owned land to contribute positively to biodiversity and GHG emission reductions*. It also aligns with Scottish Borders LBAP actions GR1- *Enhance greenspace and green infrastructure in towns (including action GR1.5 Develop a new strategy for the management and enhancement of road verges and similar areas for the benefit of pollinators and other*

insects, including appropriate mowing regimes and improving plant diversity
https://www.scotborders.gov.uk/downloads/file/928/local_biodiversity_action_plan

- 6.5 Corporately and with the new Greenspace Programme Officer in post, this project could provide an opportunity to develop linkages and deliver outcomes across other agendas and Services. Potential opportunities include those within Education to develop engagement/promotion materials, support Learning for Sustainability across the curriculum and develop advocacy between young people their environment, specifically around the importance of pollinators to food security/production, biodiversity and climate change. Other opportunities may lie in supporting community capacity building within the Communities and Partnerships Service, supporting communities to get involved as stewards of their local environment, raising awareness and advocacy for change. Exploration of waste management and composting, working with Waste Services, may also be an opportunity.
- 6.6 Officers recognise that this project focusses on the Tweed corridor, which whilst encompassing a large area of the Scottish Borders region is not wholly inclusive. There are opportunities to apply these management principles on a wider scale across the region. As outlined above, Scottish Borders Council will need to ensure adequate skills and machinery are available to manage the pollinator sites appropriately. We will also have developed an improved understanding around effective community engagement and awareness raising. As a result, the Service may be better equipped to explore similar biodiversity enhancing practices in other areas (based on the B Lines network), bringing additionality from the project to the wider Council estate. This would require further funding, which if supported would require more in depth analysis of opportunities (e.g. Levelling Up).

7 IMPLICATIONS

7.1 Financial

The financial implications will depend on the management regimes agreed with Buglife, Tweed Forum and Scottish Borders Council. It is anticipated these will be primarily accommodated within existing budgets within Parks and Environment. Some investment in machinery may be required to allow for cutting and collecting arisings on a suitable scale. Requisite staff training and skills development may also incur some costs. It is proposed that a further detail will be provided on the financial implications in a future paper.

7.2 Risk and Mitigations

There are a number of risks of doing the project. Firstly, reputational risk to the Council – communities may not like the changes in greenspace management within the allocated sites and respond negatively. This would be mitigated through effective engagement and communication as proposed above and through implementing habitat creation/enhancements which are considerate of community use and support. Similarly there is a reputational risk in inaction – by not supporting this project and the partnership requirements, the Council may be perceived as not recognising and responding to the importance of this agenda to the public interest and the wider agendas of Climate Change and Biodiversity. This is mitigated by

ensuring that the project is achievable in terms of resource and financial implications to the Council.

There is a risk that some areas created and enhanced through the project are not managed appropriately and as agreed in the long term - for example wildflower-rich grasslands are cut early impacting the development and reseedling of flora and wiping out a valuable food source for pollinators. Mitigate through ensuring maps and management plans are shared with all groundsmen and they are engaged with the project.

There is a financial risk in the as yet unknown resource and financial implications (outlined at 7.1) as the project develops. However, this is mitigated by prudent project management and working with Buglife to ensure that all proposed management regimes are operationally deliverable and realistic.

7.3 Integrated Impact Assessment

The pollinator project will enrich key sites within the greenspace network with enhanced biodiversity. This will not directly impact on any specific user group. Employees of Scottish Borders Council may receive additional training to increase skills in managing these areas.

7.4 Sustainable Development Goals

The project would align with several of the UN Sustainable Development Goals;

- Goal 11: Sustainable Cities and Communities – ensuring the habitat network within the Tweed corridor is sustained and enhanced, underpinning a more resilient ecosystem.
- Goal 12: Responsible Consumption and Production – reducing fuel consumption of grasscutting machinery, and associated carbon outputs
- Goal 13: Climate Action – reduced carbon outputs from machinery; enhanced environmental resilience and supporting our pollinators as a building block of the local ecosystem.
- Goal 15: Life on Land - taking action to reduce the degradation of natural habitats and work to halt the loss of biodiversity.

7.5 Climate Change

The project would present an opportunity to enhance carbon management through the reduced reliance on grasscutting machinery and frequency of cutting. It would also mitigate for biodiversity loss as a result of climate change, by actively reducing the degradation of natural habitats.

7.6 Rural Proofing

No rural proofing is required as this is not a new Policy or Strategy.

7.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

7.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes required to the Scheme of Administration or the Scheme of Delegation as a result of the proposals in this report.

8 CONSULTATION

8.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into this report.

Approved by

Name

Title

Author(s)

Name	Designation and Contact Number
Carol Cooke	Parks & Environment – 01835 824000 x5537

Background Papers: none

Previous Minute Reference: none

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

Contact us at carol.cooke@scotborders.gov.uk

Appendix - Photos



Longer grass with pollinator friendly species colonising – Bridgend Park, Kelso



Chirnside differential mowing creates longer grass / pollinator friendly species around tree planting



Longer grass management in cemeteries enables pollinator friendly species to colonise (Stow)