



Scottish Borders Council Administration's Draft Financial Plans

9 February 2017



**Draft Revenue Financial Plan
2017/18 - 2021/22**

Scottish Borders Council
 Draft Revenue Financial Plan 2017/18 - 2021/22
 Revenue Resources

	2017/18 (Provisional) £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	162,611	162,611	162,611	162,611	162,611	813,055
Ring fenced grants	2,955	2,955	2,955	2,955	2,955	14,775
Health & Social Care Partnership	7,188	7,188	7,188	7,188	7,188	35,940
Non-domestic Rates	31,938	31,938	31,938	31,938	31,938	159,690
	204,692	204,692	204,692	204,692	204,692	1,023,460
Draw down and repay Reserves	1,515	(677)	(677)	0	0	161
Earmarked balance	1,349	15	(3,612)	(2,006)	15	(4,239)
Council Tax (Band D £1,116.52 - increase of 3% plus increase as a result of changes to the multiplier)	55,011	57,236	58,307	59,386	59,386	289,326
Council Tax Reform net Income (Multiplier on Bands E-H)	2,191	2,191	2,191	2,191	2,191	10,955
Total	264,758	263,457	260,901	264,263	266,284	1,319,663

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Departmental Summary

	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
Chief Executive's	23,473	23,581	23,677	24,025	24,413	119,169
People	125,336	125,058	125,167	127,064	128,699	631,324
Social Care & Health Integration Partnership	52,857	52,972	52,874	53,560	53,996	266,259
Place	35,946	36,072	36,539	37,684	38,434	184,675
Other	27,146	25,774	22,644	21,930	20,742	118,236
	264,758	263,457	260,901	264,263	266,284	1,319,663

Scottish Borders Council
Draft Revenue Financial Plan 2017/18 - 2021/22
Pressures Summary

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

Manpower Adjustments	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
	1,714	2,825	2,216	2,613	2,188	11,556
Description of Proposal	A key cost increase within the Council is manpower, these budget increases cover the nationally agreed pay awards in each financial year and entitlement to increments (annually for teachers and biennially for SJC staff). Pay awards are currently assumed at 1% for 2017/18 and assumed as 1.5% in each subsequent year.					
Non-pay & Department Specific Inflation	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
	1,487	1,562	1,278	1,779	1,100	7,206
Description of Proposal	Non-pay inflation and Service Specific inflation covers corporate inflationary pressures in energy costs, Insurance, Licenses, inflation of specific contracts and specific costs and materials essential to the operation of Council Services for example Landfill Tax, contract inflation, food inflation and the inflationary impact to the 3 High School PPP Contract.					
Cost of continuing and demographic pressures	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
	1,914	0	0	0	0	1,914
Description of Proposal	Inflation required to provide for the increased cost of continuing current services and demographic pressures to support increasing numbers of older people and an increased number of adults with learning and / or physical disabilities.					

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Pressures Summary

Service Specific Priorities & National Policy changes	2017/18 £'000	2018/19 (Provisional) £'000	2019/20 (Provisional) £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	Total £'000
Description of Proposal	5,275	3,066	(1,042)	372	27	7,698
	Service specific priorities reflect unavoidable pressures within Services such as revenue consequences of capital projects such as new schools and pitches and other unavoidable cost increases including the impact of the ICT Contract across the contract life. National policy changes are provided for such as Apprenticeship Levy, Attainment Scotland Fund, Criminal Justice and Rates Revaluations.					
Total Pressures	10,390	7,453	2,452	4,764	3,315	28,374

Scottish Borders Council
Draft Revenue Financial Plan 2017/18 - 2021/22
Pressures Detail

Budget Pressure	Service Area	Category	2016/17 Base £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	Total	Notes & basis of calculation
Pay Inflation and On-costs	Corporate	Manpower		1,288	1,784	1,642	1,639	1,985	8,338	1% pay award year 1, 1.5% years 2-5
Increments	Corporate	Manpower		426	1,041	574	974	203	3,218	Reflects biennial agreement for non-teaching Staff increments.
Total Manpower Pressures				1,714	2,825	2,216	2,613	2,188	11,556	
Insurance	Corporate	Non Pay Inflation	1,309	23	23	24	24	24	118	Estimated inflationary increases
Utilities	Corporate	Non Pay Inflation	3,348	208	196	206	214	214	1,038	Estimated inflationary increases
Rates	Corporate	Non Pay Inflation	6,196	101	102	103	105	105	516	Estimated inflationary increases
Licences	Corporate	Non Pay Inflation	2,862	59	60	61	62	62	304	Estimated inflationary increases
Property Maintenance fund	Corporate	Non Pay Inflation	2,176	46	46	47	49	50	238	Estimated inflationary increases
Commercial Rent income	Corporate	Non Pay Inflation	(1,225)	(19)	(20)	(20)	(20)	(20)	(99)	Estimated inflationary increases
Total Corporate Inflation Pressures				418	407	421	434	435	2,115	
Citizens Advice (CAB) inflation	Housing	Departmental inflation		2	2	2	2	2	10	Inflated by CPI
Borders Care and Repair Contract	Housing	Departmental inflation		2	2	2	2	2	10	Inflated by CPI
Live Borders Inflation	Chief Executive	Departmental inflation	6,606	83	0	0	0	0	83	Utility and manpower inflation
IT Contract Inflation (manpower)	Chief Executive	Departmental inflation	5,112	21	0	0	0	0	21	Utility and manpower inflation
Increase in foster care fees & Allowances	Children & Young People	Departmental inflation	1,842	36	37	37	37	0	147	Per agreed increases
Accommodated / Looked after Children	Children & Young People	Departmental inflation	5,101	65	66	66	66	0	263	In line with national trends
Movement in ASN school based staff	Children & Young People	Departmental inflation	6,367	55	55	55	55	0	220	In line with national trends
Children with severe / vcomplex needs	Children & Young People	Departmental inflation	1,905	33	34	34	34	0	135	In line with national trends
Unitary Charge PPP Schools	Children & Young People	Departmental inflation	8,296	169	172	176	181	181	879	As per PPP contract
SB Cares Contract Inflation	Adult Services	Departmental inflation	16,100	238	413	248	420	248	1,567	SB Cares manpower increases
Free Personal & Nursing Care	Adult Services	Departmental inflation	1,127	11	11	11	12	0	45	Agreed inflation applied
COSLA Residential Care Home Contract	Adult Services	Departmental inflation	7,322	73	74	75	75	75	372	Agreed inflation applied
Bus Contracts (renewal)	Planning & Reg. Services	Departmental inflation	2,196	0	139	0	304	0	443	Contracts due for re-tender (10% inflation)
Road Fuel	ALL	Departmental inflation	2,063	21	21	21	22	22	107	Agreed inflation applied
Aggregates and Bitumen	Commercial Services	Departmental inflation	441	0	4	5	5	5	19	Agreed inflation applied
Vehicles & Spare Parts	Commercial Services	Departmental inflation	1,267	0	13	13	13	13	52	Agreed inflation applied
Winter Maintenance (Salt)	Neighbourhood services	Departmental inflation	691	0	14	14	15	15	58	Agreed inflation applied
Catering (Food)	Commercial Services	Departmental inflation	1,237	150	28	28	29	29	264	Reduced inflation assumption
Landfill Tax	Neighbourhood services	Departmental inflation	3,352	110	70	70	73	73	396	LandFill tax increase
Total Departmental Inflation Pressures				1,069	1,155	857	1,345	665	5,091	

Budget Pressure	Service Area	Category	2016/17 Base £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	Total	Notes & basis of calculation
Older People demographic increases	Adult Services	Demographic pressure	20,966	237	343	348	348	348	1,624	Identified pressure funded through partnership
Increased young adults with learning / physical disabilities	Adult Services	Demographic pressure	18,750	250	250	250	250	250	1,250	Identified pressure funded through partnership
Social Care Service Pressures - SCF	Adult Services	Demographic pressure	51,771	1,914	0	0	0	0	1,914	To be allocated as per service requirements
Health & Social Care Integration	Adult Services	Demographic pressure	51,771	(487)	(593)	(598)	(598)	(598)	(2,874)	Committed Partnership budget
Total Demographic Pressures				1,914	0	0	0	0	1,914	

Synthetic Sports Pitches	Chief Executive	Service Priority	0	53	45	0	0	0	98	Revenue consequences of capital spend
Duns Primary School	Children & Young People	Service Priority	1,066	217	0	0	0	0	217	Completion Feb 2017 (£38k in for 16/17)
Langlee Primary School	Children & Young People	Service Priority	843	63	38	0	0	0	101	Completion May 17 (Assume Aug 17 entry)
Broomlands Primary School	Children & Young People	Service Priority	760	40	24	0	0	0	64	Completion Dec 17 (Assume 1/1/18 entry)
Leader Valley School	Children & Young People	Service Priority	0	17	0	0	0	0	17	Completion Feb 17 (Rates / utility costs)
New Kelso High School	Children & Young People	Service Priority	2,839	48	144	0	0	0	192	Completion Nov 17 (Assume 1/1/18 entry)
New Kelso High School	Commercial Services	Service Priority	0	69	206	0	0	0	275	Property maintenance costs
Gala Transport Interchange	Planning & Reg. Services	Service Priority	165	(5)	(5)	(10)	(10)	0	(30)	Revenue pressure from new facility
Electricity - service Pressure	Commercial Services	Service Priority	275	60	0	0	0	0	60	Reversing an over-stated 16/17 saving
Rates	Corporate	Service Priority	99	75	0	0	0	0	75	Rates pressure car parks, vacant property
ER/VS - Redundancy Costs	Corporate	Service Priority	418	0	(351)	0	0	0	(351)	Per 2016/17 financial plan
IT Transformation	Corporate	Service Priority	N/A	692	3,005	(1,082)	332	(23)	2,924	To reflect IT contract in place
Total Service Priority Pressures				1,329	3,106	(1,092)	322	(23)	3,642	

Local Government Election	Democratic Services	National Policy change	0	90	(90)	0	0	0	0	Estimated net cost of local election to SBC
Workforce Development	Children & Young People	National Policy change	147	(147)	0	0	0	0	(147)	End of funding stream
Attainment Scotland Fund	Children & Young People	National Policy change	0	1,830	0	0	0	0	1,830	Fully funded through specific grant
Criminal Justice Social Work	Adult Services	National Policy change	0	1,123	0	0	0	0	1,123	Fully funded through specific grant
Apprenticeship Levy	Corporate	National Policy change	0	600	0	0	0	0	600	Per national policy
Rates Revaluation	Corporate	National Policy change	5,203	350	0	0	0	0	350	Impact from rates revaluation exercise
Employee Benefits	Corporate	National Policy change	N/A	100	0	0	0	0	100	Following Autumn statement
Water Rates Valuation	Corporate	National Policy change	789	0	50	50	50	50	200	Transition plan to be confirmed
Total National Policy change Pressures				3,946	(40)	50	50	50	4,056	

Total Pressures				10,390	7,453	2,452	4,764	3,315	28,374	
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Scottish Borders Council
 Draft Revenue Financial Plan 2017/18 to 2021/22
 Making best use of our People

Management review of professional and support services		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref : MB1	Corporate	N/A	(746)	(601)	0	0	0	(1,347)
Description of Proposal		Following changes to service delivery requirements a full review of staffing is underway to explore more integrated and streamlined professional, managerial and administrative support for front line services to ensure the optimum deployment of staff resources across service delivery models. Officers will seek to manage this reduction through natural staff turnover, redeployment, new service developments, and the current ER/Vs scheme where possible. This is a development to the proposal previously agreed within the 2016/17 Financial Plan.						

Changes to working practices		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB2	Corporate	N/A	(650)	(648)	0	0	0	(1,298)
Description of Proposal		Per the 2016/17 Financial Plan, a programme of work is underway to assess how the Council can deploy its workforce in the most efficient and effective ways. Changes in working practices resulting from this review will generate savings in 2017/18 and 2018/19 of the Financial Plan. This will involve more flexible working patterns and the deployment of resources to deliver services in line with service demand.						

Delivery of an Inclusion for All model		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB3	Children & Young People	2,747	(357)	0	0	0	0	(357)
Description of Proposal		The existing delivery model to support children requiring additional support has been redesigned with the emphasis being on an Inclusion for All model. The service will deliver the full year impact of proposals agreed as part of the 2016/17 Financial Plan (£357k). There are no further staffing implications required to deliver this saving.						

Learning Delivery review		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB4	Children & Young People	3,853	(724)	(50)	0	0	0	(774)
Description of Proposal		A full review of the learning delivery framework including Education support services, cessation of teachers salary conservation scheme per national agreement, a review of outdoor education including the transfer of the sailing and fishing facility, a review of the school library service to implement a different delivery model and a harmonisation of the devolved school management scheme bringing budget allocations into line with other local authorities.						

Strategic Planning of Teaching staff		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB5	Children & Young People	56,000	0	(750)	(500)	0	0	(1,250)
Description of Proposal		Teacher numbers will be preserved at 2016/17 levels in 2017/18 - meeting Government targets. In 2017/18 this will be subject to further review with a proposed revision of teacher number allocation within the Devolved School Management Scheme.						

Review of current day services and staffing models - Adults		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB6	Adult Services	3,489	0	(290)	(400)	0	0	(690)
Description of Proposal		With the successful implementation of Self Directed Support (SDS) fewer people are choosing centre based day services. A review will therefore include options for universal and community-based services.						

Cleaning Services		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB7	Commercial Services	2,731	(310)	(20)	0	0	0	(330)
Description of Proposal		Review of cleaning service provision to create a modernised service in our properties, including schools; maintaining the frequency of cleaning in hygiene areas (toilets and kitchens).						

Review of Children & Young Peoples Service		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MB8	Children & Young People	N/A	0	(476)	0	0	0	(476)
Description of Proposal		A further review of all aspects of provision within the Children & Young People's Service with a particular focus on the links between universal and targeted services.						

Total Making best use of our People			(2,787)	(2,835)	(900)	0	0	(6,522)
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Scottish Borders Council
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 Working with our Partners

Alternative models of service delivery		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP1	Corporate	N/A	(1,167)	(312)	(152)	25	0	(1,606)
Description of Proposal		Per the 2016/17 Financial Plan, improved efficiency and increased income from enhanced trading opportunities are being delivered through SBCares for the delivery of Care services, together with seeking alternative and more cost effective delivery models for the Roads service within the Council. Reduction to costs following integration of Customer Services, Welfare Benefits and Housing staff and a review of how these services are delivered. This will initially focus on internal restructuring following determination of scale and scope of future service provision. Longer term the Council will explore the options for the future delivery of these services.						

Commissioned Services		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP2	Corporate	41,344	(750)	0	0	0	0	(750)
Description of Proposal		Targeted efficiencies to be achieved from review and negotiation with providers around current commissioned services arrangements within Children & Young People (£175k), Adult Services (£375k), council wide grants (£200k). This is a development to the proposal previously agreed within the 2016/17 Financial Plan.						

Efficiencies in Culture & Sport funding		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: WP3	Chief Executive's	6,606	(526)	(466)	(357)	0	0	(1,349)
Description of Proposal	As a development to the previously agreed 2016/17 Financial Plan, reduced funding would be provided to Culture and Sports Trusts. Realising these savings will require a joint approach from SBC and Live Borders. This proposal is subject to support for ER/VS from the Council and the provision of capital investment to support increased income generation in Halls in the first year.							

Total Working with our Partners			(2,443)	(778)	(509)	25	0	(3,705)
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Scottish Borders Council
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 Looking after The Borders

Asset Management		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB1	Commercial Services	N/A	(261)	(943)	(903)	(103)	0	(2,210)
Description of Proposal		Work is underway to implement a revised asset management strategy that best supports the future delivery of Council services more cost effectively. Includes energy efficiency measures, estate rationalisation, locality planning, taking full account of revised future service delivery models, including the provision of education, increased flexible working and the co location of Council Services and community planning partner services wherever possible. This is a development to the proposal previously agreed within the 2016/17 Financial Plan.						

Waste Management Plan		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB2	Neighbourhoods	9,347	(200)	0	0	0	0	(200)
Description of Proposal		Continuing development of the Waste Management Plan which may consider areas such as a review of; working patterns, waste facilities including Community Recycling Centres, kerbside collection services, route optimisation, PR and communications, service level agreements, fees and charges including how these services are delivered and waste analysis assessments. This is a development to the proposal previously agreed within the 2016/17 Financial Plan.						

Review of Public Toilet provision		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB3	Neighbourhoods	323	(141)	(100)	0	0	0	(241)
Description of Proposal		This is a development to the proposal previously agreed within the 2016/17 Financial Plan and introduces a charging model for the provision of some public toilets from 2017/18. In future years a longer term strategy regarding the provision of facilities capable of delivering further improvements to service provision including partnership arrangements will be brought forward.						

Bus Subsidies		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB4	Commercial Services	1,531	(200)	0	0	0	0	(200)
Description of Proposal		A review of the subsidised bus network to ensure that travellers needs are met through the more efficient use of resources, creative collaboration with communities and the business sector, and the retendering of bus contracts. Full year implementation of proposals to review the subsidised bus network.						

Review of School Estate		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB5	Children & Young People	72,802	0	(550)	(450)	0	0	(1,000)
Description of Proposal		Review of the School Estate following appropriate consultation, this may involve the closure of some under occupied buildings and substantial investment in the remainder of the Estate.						

Capitalise roads expenditure		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: LB6	Commercial Services	6,500	(500)	0	0	0	0	(500)
Description of Proposal		This reflects the revenue saving of capitalising the Roads investment made as part of the 2016/17 Financial Plan. This does not reduce the investment in Roads as £500k budget has been provided within the accompanying Capital Plan.						

Total Looking after the Borders			(1,302)	(1,593)	(1,353)	(103)	0	(4,351)
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Scottish Borders Council
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 Business Process Transformation

ICT Investments in new technology leading to reduced running costs and improved efficiency in back-office support services.		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP1	Corporate	15,022	(1,229)	(1,175)	(975)	(500)	0	(3,879)
Description of Proposal	Per the 2016/17 Financial Plan an ICT investment programme is planned that will realise productivity gains and savings across all areas of Council activity. The provision of better ICT solutions will support business process re-engineering to improve efficiency and productivity across the Council but likely to focus in a number of key functional areas including Financial administration, HR and Procurement.							

Commercial opportunities and Procurement		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP2	Corporate	N/A	(162)	(143)	(143)	(143)	0	(591)
Description of Proposal	Effective contract management and related procurement activity will aim to generate cashable efficiencies through enhanced information sharing, ensuring best value from supply chain through contract management and supplier relationships and enhancing commercial activities. This will be delivered through the benefits of the new ERP system, compliance measures and appropriate demand management mechanisms. This is a development to the proposal previously agreed within the 2016/17 Financial Plan.							

Reduction in loans charges		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP3	Corporate	20,485	(300)	0	0	0	0	(300)
Description of Proposal	A reduction in loans charges as a result of the repayment of specific consents to borrow in 2017/18. This proposal was previously agreed within the 2016/17 Financial Plan.							

Out of Area Placement savings		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP4	Children & Young People	5,637	0	(400)	(400)	0	0	(800)
Description of Proposal		With the delivery of an "Inclusion for All" strategy and the opening of Leader Valley School, savings are expected in our out of area placement cost from 2018/19. This will be delivered by working with young people to access opportunities within the community, and by building capacity within the community, including making better use of the voluntary sector which will lead to a reduced spend. The priority will be to ensure children are educated in the most appropriate setting. This proposal was previously agreed within the 2016/17 Financial Plan.						

Review of Older People service to reflect demand		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP5	Adult Services		(237)	0	0	0	0	(237)
Description of Proposal		More effective deployment of Social Worker and Care staff to support client needs to deliver a more efficient delivery model to support Older People.						

Review of Street Lighting provision (SLEEP project)		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP6	Commercial Services	1,517	(245)	(181)	(7)	(7)		(440)
Description of Proposal		The Council maintains 19,000 street lights which previously utilised old Sodium lighting technology. The street lighting energy and maintenance costs of these lights are in excess of £950k p.a. A 5 year capital investment programme is now well advanced to replace the existing Sodium street lighting lanterns with more energy efficient LED lights. To date 6,000 lights have been replaced . These use around 60% less electricity, require less maintenance and will lead to the savings shown in Street Lighting expenditure. The project will also reduce the Council's Carbon Footprint and help to minimise future Carbon tax liabilities. The LED installation rate is running ahead of schedule and the project will be complete 1 year ahead of schedule in 2018/19. This is a development of the previously agreed proposal within the 2016/17 Financial Plan.						

Increased use of technology - Adults Review of care packages - Adults		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP7	Adult Services	10,139	(50)	(100)	0	0	0	(150)
Description of Proposal		Increased investment in technology through funding from the Integrated Care Fund. Technology, such as medication carousel dispensers can provide increased independence for individuals and result in reduced reliance on homecare.						

Corporate Transformation		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP8	Various	N/A	0	(1,129)	(500)	(575)	(1,195)	(3,399)
Description of Proposal		Extend the Corporate Transformation programme in future years to target further operational efficiencies through new ways of working, better service alignment, partnership working and use of new technology.						

Review of care packages - Adults		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: BP9	Adult Services	29,946	(110)		0	0	0	(110)
Description of Proposal		A review of current care packages in both Older People and Adults with Learning Disabilities to generate savings of £110k. Achieved through assessing and reviewing packages of care to best meets the needs of the individual, including the use of community resources and Self Directed Support (SDS).						

Total Business Process Transformation			(2,333)	(3,128)	(2,025)	(1,225)	(1,195)	(9,906)
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Scottish Borders Council
 Draft Revenue Financial Plan 2017/18 to 2021/22
 Maximising Resources

Maximising Income		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR1	Corporate	N/A	(451)	(315)	(221)	(99)	(99)	(1,185)
Description of Proposal		<p>Following on from the Council's Fees & Charges policy which was approved by Executive in November 2012, all fees and charges have been reviewed to ensure that they comply with this policy and fully recover all the costs incurred, where appropriate, in delivering each service while remaining fair, equitable and consistently applied. Fees and charges have been increased by a minimum of 3% in 2017/18 unless there is a service reason not to do so and were approved by Council on 22nd December 2016. The resulting increased income comes from areas including Rental Properties, Planning Fee Income, Fleet Management Income, School lets, Music Tuition, Bordercare Inflation and the generation of advertising revenue from SBConnect.</p>						

2nd Homes Council Tax		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR2	Other	855	(114)	0	0	0	0	(114)
Description of Proposal		<p>Policy change to increase Council Tax charge for second homes from 90% to 100% following a change in legislation. A full report to 22 December 2016 Council meeting was approved.</p>						

Trade Waste Fees & Charges		Base Budget 2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
		£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ref: MR3	Neighbourhood Services	1,188	(45)	(105)	0	0	0	(150)
Description of Proposal		Continuing development of the Waste Management Plan can deliver £150k increase in Fees & charges. This proposal follows an exercise to benchmark fees & charges with other comparable local authorities. Current charges are below market rate and this proposal will increase them over a 2 year period and see increased working with business Gateway and Economic Development to support local Business in reducing their waste.						

Total Maximising Resources			(610)	(420)	(221)	(99)	(99)	(1,449)
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**Draft Capital Financial Plan
2017/18 - 2026/27**

Scottish Borders Council
Capital Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operatio nal Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
PLACE DEPARTMENT														
Road & Transport Infrastructure	8,756	9,639	8,392	26,787	8,069	8,081	17,291	14,892	6,836	7,611	7,657	97,224	(5,666)	91,558
Flood and Coastal Protection	1,956	2,459	12,498	16,913	16,253	8,653	550	550	550	550	550	44,569	(34,819)	9,750
Waste Management	5,674	580	425	6,679	90	50	50	51	53	53	54	7,080	(5,139)	1,941
Land and Property Infrastructure	3,928	2,981	3,092	10,001	2,867	2,868	2,909	2,910	2,912	2,913	2,913	30,293	(393)	29,900
Total Place Department	20,314	15,659	24,407	60,380	27,279	19,652	20,800	18,403	10,351	11,127	11,174	179,166	(46,017)	133,149
PEOPLE DEPARTMENT														
School Estate	12,439	6,159	6,671	25,269	7,070	12,100	12,680	6,510	7,890	3,090	3,090	77,699	(25,616)	52,083
Social Care Infrastructure	50	201	253	504	254	255	116	92	59	61	62	1,403	0	1,403
Sports Infrastructure	384	290	654	1,328	290	443	648	659	670	2,082	763	6,883	(3,323)	3,560
Culture and Heritage	1,312	536	760	2,608	1,798	99	0	0	0	0	0	4,505	(2,890)	1,615
Total People Department	14,185	7,186	8,338	29,709	9,412	12,897	13,444	7,261	8,619	5,233	3,915	90,490	(31,829)	58,661
CHIEF EXECUTIVE DEPARTMENT														
Pitches Programme	137	1,168	19	1,324	0	0	0	0	0	0	0	1,324	(300)	1,024
Economic Regeneration	3,100	3,402	633	7,135	120	184	184	220	156	100	100	8,199	(1,000)	7,199
Chief Executive Other	2,729	3,540	3,828	10,097	1,076	1,079	948	1,031	886	841	1,056	17,014	(3,200)	13,814
Total Chief Executive Department	5,966	8,110	4,480	18,556	1,196	1,263	1,132	1,251	1,042	941	1,156	26,537	(4,500)	22,037
Waste Collection vehicles - Non P&V Fund	0	1,100	300	1,400	0	0	0	300	300	0	0	2,000	(1,200)	800
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	0
Emergency/Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000	0	3,000
Planned Programming Adjustments	(3,993)	2,100	1,893	0								0	0	0
TOTAL CAPITAL INVESTMENT PLAN	38,772	36,455	41,718	116,945	40,187	36,112	37,676	29,515	22,612	19,601	18,545	321,193	(103,546)	217,647

Scottish Borders Council
Capital Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
PLACE DEPARTMENT														
Road & Transport Infrastructure														
Galashiels Developments - GIRR 5	340	5		345								345		345
Galashiels Developments -GIRR 1-3 claims	150	100	200	450								450		450
Roads & Bridges- Including Ramp and Winter Damage/Slopes	5,060	5,360	6,610	17,030	7,410	7,410	6,910	6,410	6,342	7,114	7,160	65,786		65,786
Lighting Asset Management Plan	200	250	300	750	200	200	200	200	200	200	200	2,150		2,150
Street Lighting Energy Efficiency Project	2,100			2,100								2,100		2,100
Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Cycling, Walking & Safer Streets	156	198	207	561	199	211	221	232	244	247	247	2,162	(2,162)	
A72 Dirtpot Corner - Road Safety Works	200	1,916		2,116								2,116		2,116
Selkirk Town Centre (Streetscape works)	400			400								400	(100)	300
Innerleithen - Walkerburn - shared access route	61	265		326								326	(150)	176
Union Chain Bridge	25	450		475								475		475
Reston Station Contribution		1,045	1,025	2,070								2,070	(1,240)	830
Engineering Minor Works	14			14								14	(14)	
Peebles Bridge					210	210	9,910	8,000				18,330	(2,000)	16,330
	8,756	9,639	8,392	26,787	8,069	8,081	17,291	14,892	6,836	7,611	7,657	97,224	(5,666)	91,558
Flood and Coastal Protection														
Selkirk Flood Protection	485			485								485	(388)	97
Hawick Flood Protection	945	1,945	11,948	14,838	15,703	8,103						38,644	(30,914)	7,730
Flood Scheme Preparation	367	350	350	1,067	350	350	350	350	350	350	350	3,517	(3,517)	
General Flood Protection Block	159	164	200	523	200	200	200	200	200	200	200	1,923		1,923
	1,956	2,459	12,498	16,913	16,253	8,653	550	550	550	550	550	44,569	(34,819)	9,750

<p>Roads & Transport Infrastructure</p> <p>Galashiels Developments Roads & Bridges block</p> <p>Lighting Asset Management Plan Street Lighting Energy Efficiency Project</p> <p>Accident Investigation Prevention Schemes Block Cycling, Walking & Safer Streets</p> <p>A72 Dirtpot Corner -Road Safety Works Selkirk Town Centre (Streetscape works)</p> <p>Innerleithen - Walkerburn - shared access route Union Chain Bridge</p> <p>Reston Station Contribution</p> <p>Engineering Minor Works Peebles Bridge</p>	<p>This programme of work continues to deliver Galashiels Inner Relief Road (GIRR) Phases. (including Ramp and Winter Damage/Slopes) - this relates to capital maintenance and refurbishment works relating to the road and bridge infrastructure in the Scottish Borders.</p> <p>General Lighting Block - allocation for the routine column, cabling and lamp upgrade programme. A project which will improve 16,000 Scottish Borders lights & associated street furniture by replacing them with an energy efficient LED light source</p> <p>Minor schemes to address problems at identified accident cluster sites.</p> <p>Continuation of Specific Scottish Government Funding to encourage more walking and cycling, especially schools and to connect communities.</p> <p>Road improvement scheme to provide a fit for purpose carriageway configuration and improve safety at Dirtpot Corner. Project to enhance the area around the Market Place through more effective traffic management, partly supported by funding from the Selkirk Conservation Area Regeneration Scheme (CARS)</p> <p>Extension of the Peebles - Innerleithen shared access route by a further 1.5 miles alongside the River Tweed.</p> <p>Funding of £0.55m has been assumed to match with the current Northumberland County Council (the lead authority) estimate. External funding bid for the refurbishment of the oldest surviving iron chain suspension bridge in use in Europe for its 200th anniversary in 2020</p> <p>To support the provision of a new station at Reston supported by potential funding from the Scottish Stations Fund. A total contribution towards the project of £2.84m</p> <p>Installation of pedestrian links in Hawick There is a future requirement to provide a new bridge in Peebles to support future development proposed in the Local Development Plan. This project is currently estimated at a cost of £18.3m, of which there is an estimate that £2m from developer contributions will be available. The project is still subject to significant public consultation, the development of full design and cost estimates and, final approval of development proposals.</p>
<p>Flood and Coastal Protection</p> <p>Selkirk Flood Protection</p> <p>Hawick Flood Protection</p> <p>Flood Scheme Preparation General Flood Protection Block</p>	<p>80% Scottish Government (confirmed) grant funded major infrastructure project to provide flood protection to property and businesses in Selkirk from risk of flooding.</p> <p>Proposed 80% (partially confirmed) Scottish Government grant funded infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick.</p> <p>To undertake necessary preparation works for flood schemes</p> <p>To deliver natural flood management works, small scale flood and coast protection works.</p>

Scottish Borders Council
Capital Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operatio nal Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Waste Management														
Easter Langlee Cell Provision	216	354		570								570	(570)	
Waste Containers	46	48	48	142	48	50	50	51	53	53	54	501		501
Easter Langlee Leachate Management Facility	20	23	377	420	42							462		462
CRC - Improved Skip Infrastructure		146		146								146		146
CRC - Bulky Waste Adjustments	257			257								257		257
New Easter Langlee Waste Transfer Station	5,135	9		5,144								5,144	(4,569)	575
	5,674	580	425	6,679	90	50	50	51	53	53	54	7,080	(5,139)	1,941
Land and Property Infrastructure														
Play Facilities	52	53	50	155	55	56	57	58	60	61	61	563		563
Drainage - Parks & Open Spaces Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Wilton Lodge Park	101			101								101	(93)	8
Parks & Open Spaces - upgrades	129	230	30	389								389		389
Public Conveniences	200			200								200		200
Commercial Property Upgrades	30	50	50	130	50	50	50	50	50	50	50	480		480
Combined Depot Enhancements	124			124								124		124
Asset Rationalisation	795	200	200	1,195								1,195		1,195
Health and Safety Works	635	635	835	2,105	835	835	835	835	835	835	835	7,950		7,950
Building Upgrades	630	630	730	1,990	730	730	770	770	770	770	770	7,300		7,300
Contaminated Land Block	62	38	52	152	52	52	52	52	52	52	52	516		516
Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	500		500
Energy Efficiency Works	1,070	1,045	1,045	3,160	1,045	1,045	1,045	1,045	1,045	1,045	1,045	10,475	(300)	10,175
	3,928	2,981	3,092	10,001	2,867	2,868	2,909	2,910	2,912	2,913	2,913	30,293	(393)	29,900
Total Place Department	9,602	3,561	3,517	16,680	2,957	2,918	2,959	2,961	2,965	2,966	2,967	37,373	(5,532)	31,841

<p>Waste Management</p> <ul style="list-style-type: none"> Easter Langlee Cell Provision Waste Containers Easter Langlee Leachate Management Community Recycling Centres - Improved Skip Infrastructure Community Recycling Centres -Bulky Waste Easter Langlee Waste Transfer Station 	<p>Management and capping of landfill cells at Easter Langlee Landfill Site, Galashiels.</p> <p>To supply to new properties or to replace damaged waste containers</p> <p>To implement the solution(s) recommended by the option appraisal currently being undertaken to address the management of the cost and environmental impact of the discharge of leachate water from the Easter Langlee Landfill Site. Work that is underway in the Waste Management Team will inform and may change the scope and phasing of this work once the options have been evaluated.</p> <p>Upgrade of Galashiels Community Recycling Centre skip infrastructure.</p> <p>Upgrade of infrastructure at CRC sites to allow bulking of waste for onward transport</p> <p>Construction of waste transfer station at Easter Langlee</p>
<p>Land and Property Infrastructure</p> <ul style="list-style-type: none"> Play Facilities Drainage - Parks & Open Spaces Block Wilton Lodge Park Parks & Open Spaces - Upgrades Public Conveniences Commercial Property Upgrades Combined Depot Enhancements Asset Rationalisation Health & Safety Works Building Upgrades Contaminated Land Block Cleaning Equipment Replacement Block Energy Efficiency Works 	<p>To refurbish Council play areas through replacement or addition of equipment in play areas.</p> <p>To provide a programme of works to deliver landscape drainage improvements throughout the Borders.</p> <p>Final phase of the capital element of the project to restore the historical features within Wilton Lodge Park, Hawick including the provision of a modern café and bridge, destination playpark, fountain area refurbishment and additional links to the town. 72% funded by Heritage Lottery Funding.</p> <p>New - Additional funding to improve play equipment, drainage and infrastructure within parks and open spaces</p> <p>New - To install coin operation units to agreed Public Conveniences</p> <p>New - Block to allow for the upgrade of commercial properties owned by the Council.</p> <p>To provide for a programme of Health and Safety, Environmental and Security upgrades at various depot locations.</p> <p>To undertake works and demolition of properties as identified within the asset rationalisation review.</p> <p>This is a programme of work focused around various capital block allocations to undertake the necessary capital works required to manage the property owned and maintained by the Council. Focus covers health and safety projects, upgrade and replacement works as well as building efficiency improvements to reduce ongoing running costs.</p> <p>To enable appropriate measures to be taken to remove unacceptable risks and support the Council in the delivery of its statutory duty in relation to land which is not suitable for its current use because of unacceptable levels of risk to human health and/or the wider environment.</p> <p>Allocation for a programme of capital expenditure on larger scale cleaning equipment.</p> <p>Programme of works to improve the energy efficiency of the estate across the Council.</p>

Scottish Borders Council
Capital Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operatio nal Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
PEOPLE DEPARTMENT														
School Estate														
Duns Primary School	60			60								60		60
Kelso High School	200			200								200		200
School Estate Review	120	2,200	2,120	4,440	5,000	9,800	10,230	4,120	5,500	700	700	40,490	(21,899)	18,591
Langlee Primary School	2,929	2		2,931								2,931		2,931
Broomlands Primary School	5,227	377		5,604								5,604	(365)	5,239
School Estate Block	2,422	3,580	4,551	10,553	2,070	2,300	2,450	2,390	2,390	2,390	2,390	26,933	(1,877)	25,056
Complex Needs - Central Education Base	6			6								6		6
Early Learning & Childcare Block	1,475			1,475								1,475	(1,475)	
	12,439	6,159	6,671	25,269	7,070	12,100	12,680	6,510	7,890	3,090	3,090	77,699	(25,616)	52,083
Social Care Infrastructure														
Adult Services Facilities upgrades		150	200	350	200	200	59	34				843		843
Care Inspectorate Requirements & Upgrades	50	51	53	154	54	55	57	58	59	61	62	560		560
	50	201	253	504	254	255	116	92	59	61	62	1,403		1,403
Sports Infrastructure														
Synthetic Pitch replacements	94		364	458		153	358	369	380	1,792	473	3,983	(3,323)	660
Sports Trust Plant & Services - Integrated Sport & Culture Trust Property and Other Sports Trusts	290	290	290	870	290	290	290	290	290	290	290	2,900		2,900
	384	290	654	1,328	290	443	648	659	670	2,082	763	6,883	(3,323)	3,560
Culture and Heritage														
Public Hall Upgrades	90	90		180	208	99						487		487
Jim Clark Museum	902	386		1,288								1,288	(699)	589
Sir Walter Scott Court House - Phase 2	40	60	760	860	1,590							2,450	(2,000)	450
Sir Walter Scott Court House - Phase 1	280			280								280	(191)	89
	1,312	536	760	2,608	1,798	99						4,505	(2,890)	1,615
Total People Department	14,185	7,186	8,338	29,709	9,412	12,897	13,444	7,261	8,619	5,233	3,915	90,490	(31,829)	58,661

<p>School Estate</p> <p>Duns Primary School & Locality Support Centre Kelso High School</p> <p>School Estate Review</p> <p>Langlee Primary School</p> <p>Broomlands Primary School</p> <p>School Estate Block</p> <p>Complex Needs - Central Education Base Early Learning & Childcare Block</p>	<p>Refurbishment of the former high school to provide a relocated primary school to meet future roll projections and provide a Locality Support Centre in Berwickshire for children and young people with Additional and Complex Needs complimenting the new Central Complex Needs</p> <p>Provision of a new Kelso High School to provide a fit for purpose school, secured 100% SFT funding for school building. The project assumes the provision of a synthetic pitch which is anticipated to attract SportScotland match funding. (Only the residual Council contribution is shown)</p> <p>Ambitious large scale project to significantly improve the school estate to match current and future demand. This programme assumes the continuation of Scottish Government funding to support school infrastructure.</p> <p>Provision of new primary school at Langlee, Galashiels including Early Learning and Complex Needs, all within the grounds of the existing school including the demolition of the former school.</p> <p>Provision of new primary school at Broomlands, Kelso, including Early Years, all within the grounds of the existing school including the demolition of the former school.</p> <p>Programme of works across the school estate to ensure compliance with a range of legislation in relation to Health & Safety, Care Inspectorate, Environmental Health and Insurers and enable improvement of safety in schools.</p> <p>Finalisation of new building for Complex Needs in Earlston</p> <p>Upgrade of early learning and childcare facilities, funded from ring fenced Government Grant</p>
<p>Social Care Infrastructure</p> <p>Adult Services Facilities Upgrades Care Inspectorate Requirements</p>	<p>To improve the adult services estate following a review of the estate. Block to implement requirements identified by Care Inspectorate</p>
<p>Sports Infrastructure</p> <p>Synthetic Pitch Replacements</p> <p>Sports Trust Plant & Services - Integrated Sport & Culture Trust and Other Sports Trusts</p>	<p>Fund is used to manage the replacement of synthetic pitch surfaces and is "replenished" by departmental revenue budgets over the life of the surface.</p> <p>Capital funding to support the leisure trusts in improving and refurbishing the sports and leisure facilities they run which are owned by the Council.</p>
<p>Culture and Heritage</p> <p>Public Halls upgrades Jim Clark Museum</p> <p>Sir Walter Scott Court House - Phase 1</p> <p>Sir Walter Scott Court House - Phase 2</p>	<p>Upgrade works to Council owned public halls</p> <p>Transformation of 44 Newton Street into new Jim Clark Museum. Assumed £0.699m external funding from Heritage Lottery, Museums Galleries Scotland.</p> <p>Development of the Category A listed property in Selkirk, Phase 1 being the upgrading of the external fabric of the building and is supported by an allocation of grant funding from the Selkirk Conservation Area Regeneration Scheme (CARS). Phase 2 is a major redevelopment of the Courthouse and adjacent building to provide a modern and attractive visitors centre which has disability access and modernised and upgraded exhibition areas and displays. This project is subject to the securing of significant external funding.</p>

Scottish Borders Council
Capital Plan 2017/18 - 2026/27

CAPITAL INVESTMENT PROPOSALS	OPERATIONAL PLAN			Total Operational Plan £'000	STRATEGIC PLAN							Grand Total £'000	Specific Project Funding £'000	Net Cost to SBC Capital £'000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27			
	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000			
CHIEF EXECUTIVE DEPARTMENT														
Pitches Programme														
Hawick 3G Synthetic Pitch	38			38								38		38
Jedburgh 3G Synthetic Pitch	99	1,168	19	1,286								1,286	(300)	986
	137	1,168	19	1,324								1,324	(300)	986
Economic Regeneration														
Central Borders Business Park - Phase 1	3,000	3,000		6,000								6,000	(1,000)	5,000
Eyemouth Regeneration		286	513	799								799		799
Newtown St Boswells Village Centre		16	20	36	20	84	84	120	56			400		400
Borders Town Centre Regeneration Fund Block	100	100	100	300	100	100	100	100	100	100	100	1,000		1,000
	3,100	3,402	633	7,135	120	184	184	220	156	100	100	8,199	(1,000)	7,199
Chief Executive Other														
ICT Transformation	1,108	473	449	2,030	566	599	468	526	381	336	526	5,432		5,432
Projects out with CGI Contract scope	80	80	80	240	80	80	80	80	80	80	80	800		800
IT Projects - pre CGI Contract	172			172								172		172
Great Tapestry of Scotland - Building	994	2,612	2,924	6,530	30							6,560	(3,200)	3,360
Private Sector Housing Grant - Adaptations	375	375	375	1,125	400	400	400	425	425	425	450	4,050		4,050
	2,729	3,540	3,828	10,097	1,076	1,079	948	1,031	886	841	1,056	17,014	(3,200)	13,814
Total Chief Executive Department	5,966	8,110	4,480	18,556	1,196	1,263	1,132	1,251	1,042	941	1,156	26,537	(4,500)	22,037
Other														
Waste Collection vehicles - Non P&V Fund		1,100	300	1,400				300	300			2,000	(1,200)	800
Plant & Vehicle Replacement - P&V Fund	2,000	2,000	2,000	6,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	(20,000)	
Emergency/Unplanned Schemes	300	300	300	900	300	300	300	300	300	300	300	3,000		3,000
Total Other	2,300	3,400	2,600	8,300	2,300	2,300	2,300	2,600	2,600	2,300	2,300	25,000	(21,200)	3,800

Sports Infrastructure Hawick 3G Synthetic Pitch Jedburgh 3G Synthetic Pitch	Development of 3G pitch Hawick and changing facilities. Initial development part funded by Sports Scotland. Development of 3G pitch Jedburgh. Initial development part funded by Sports Scotland.
Economic Regeneration Central Borders Business Park - Phase 1 Eyemouth Regeneration Newtown St Boswells Village Centre Borders Town Centre Regeneration Fund Block	To support the development of a Business Park to maximise the inward investment using the opening of the Borders Railway as a catalyst to provide modern, sustainable business space to support the future growth of the Scottish Borders economy. The preparation of a feasibility study has commenced following match funding support by Scottish Enterprise as part of the South of Scotland Strategic Alliance. The proposed budget is included at £6m, with an assumption of £1m from Scottish Enterprise. This will form the first phase of the potential development of the railhead at Tweedbank and linked to City Deal and Railway blue print. Regeneration of Eyemouth To provide an initial development phase for the village centre regeneration, with the potential to lead to a wider programme of regeneration activity in the village centre. An indicative budget of £0.1m per annum in the Strategic Plan period has been identified to support the outcome of the Locality/Town review work that is being initiated.
Chief Executive Other ICT Programme Projects out with CGI Contract scope IT Projects - pre CGI Contract Great Tapestry of Scotland - Building Private Sector Housing Grant - Adaptations	Programme of works and projects across the Council for all IT replacement requirements and upgrades. IT works and projects for areas not included within the scope of CGI Contract Finalisation of IT projects which commenced prior to CGI Contract To provide the permanent home for the Great Tapestry of Scotland at Galashiels. This includes the assumption of £3.2m external funding. To provide grant funding to assist the provision of major adaptation to private sector housing following a needs and priority assessment by
Other Waste Collection vehicles - Non P&V Fund Plant & Vehicle Replacement - P&V Fund	Budget provided through specific funding supported by the Waste revenue budget to provide for the replacement of several refuse lorries Fund is used to manage the replacement of plant and vehicles and is "replenished" by departmental revenue budgets over the life of the vehicle.

Scottish Borders Council
Capital Plan 2016/17 - 2026/27

CAPITAL FUNDING	OPERATIONAL PLAN			Total Operational Plan £000	STRATEGIC PLAN							Grand Total £000
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	£000	£000	£000		£000	£000	£000	£000	£000	£000	£000	
CFCR												
Easter Langlee Cell Provision	(216)	(354)		(570)								(570)
Synthetic Pitch Replacement	(94)			(94)								(94)
Wilton Lodge Park	(20)	0		(20)								(20)
	(330)	(354)	0	(684)	0	0	0	0	0	0	0	(684)
Specific Grants from Scottish Government												
Cycling, Walking & Safer Streets	(156)	(198)	(207)	(561)	(199)	(211)	(221)	(232)	(244)	(247)	(247)	(2,162)
Selkirk Flood Protection	(388)			(388)								(388)
Hawick Flood Protection	(756)	(1,556)	(9,558)	(11,870)	(12,562)	(6,482)						(30,914)
Flood Scheme Preparation	(367)	(350)	(350)	(1,067)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,517)
Early Learning & Childcare	(1,475)			(1,475)								(1,475)
School Estate Review	0	0		0	(2,666)	(6,000)	(6,820)	(2,746)	(3,667)			(21,899)
	(3,142)	(2,104)	(10,115)	(15,361)	(15,777)	(13,043)	(7,391)	(3,328)	(4,261)	(597)	(597)	(60,355)
Other External Grants & Contributions				0								
Selkirk Town Centre (Streetscape works)	(100)			(100)								(100)
Innerleithen - Walkerburn - Shared access route	(20)	(130)		(150)								(150)
Jim Clark Museum	(503)	(196)		(699)								(699)
Jedburgh 3G Synthetic Pitch		(300)		(300)								(300)
Wilton Lodge Park	(73)			(73)								(73)
Great Tapestry of Scotland - Building		(1,600)	(1,600)	(3,200)								(3,200)
Sir Walter Scott Court House - Phase 1	(191)			(191)								(191)
Sir Walter Scott Court House - Phase 2	0		(460)	(460)	(1,540)							(2,000)
Central Borders Business Park - Blueprint Funding	0	(1,000)		(1,000)								(1,000)
	(887)	(3,226)	(2,060)	(6,173)	(1,540)	0	0	0	0	0	0	(7,713)
Developer Contributions				0								
Peebles Bridge				0			(1,000)	(1,000)				(2,000)
Reston Station		(595)	(645)	(1,240)								(1,240)
Engineering Minor works	(14)			(14)								(14)
Broomlands Primary School	(365)	0		(365)								(365)
General inc. school estate	(977)	(100)	(100)	(1,177)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(1,877)
	(1,356)	(695)	(745)	(2,796)	(100)	(100)	(1,100)	(1,100)	(100)	(100)	(100)	(5,496)
Capital receipts	(1,903)	(2,300)	(1,760)	(5,963)	(300)							(6,263)
General Capital Grant	(14,474)	(15,393)	(15,392)	(45,259)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(143,259)
Plant & Vehicle Fund	(2,000)	(2,000)	(2,000)	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(20,000)
Synthetic Pitch Replacement Fund			(364)	(364)		(153)	(358)	(369)	(380)	(1,132)	(473)	(3,229)
Borrowing	(14,680)	(10,383)	(9,282)	(34,345)	(6,470)	(6,816)	(12,827)	(8,718)	(1,871)	(1,772)	(1,375)	(74,194)
TOTAL CAPITAL FUNDING	(38,772)	(36,455)	(41,718)	(116,945)	(40,187)	(36,112)	(37,676)	(29,515)	(22,612)	(19,601)	(18,545)	(321,193)