



Hawick's Wilton Lodge Play Park opened in March 2018

Scottish Borders Council Administration's Draft Financial Plans

28 February 2019



Draft Revenue & Capital Investment Plan
Revenue 2019/20 - 2023/24, Capital 2019/20-2028/29

Scottish Borders Council
Draft Financial Plan 2019/20 to 2023/24
Revenue Resources

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	167,589	168,026	166,035	164,064	163,088	828,802
Assumed SG grant reductions 1% years 2 & 3, then 0.5%	0	(1,991)	(1,971)	(976)	(966)	(5,904)
Ring fenced grants	9,330	7,576	7,576	7,576	7,576	39,634
Health & Social Care Partnership	7,347	7,347	7,347	7,347	7,347	36,735
					0	
Non-domestic Rates	36,624	36,624	36,624	36,624	36,624	183,120
	220,890	217,582	215,611	214,635	213,669	1,082,387
Council Tax (Band D £1,196.02 - increase of 4% in 2019/20 and 3% thereafter)	62,948	65,227	67,327	69,427	71,300	336,229
Total	283,838	282,809	282,938	284,062	284,969	1,418,616

Scottish Borders Council
Draft Financial Plan 2019/20 to 2028/29
Capital Resources

	3 year operational £000's	7 year strategic £000's	Total £000's	Est. External Funding £000's	Est. SBC Contribution £000's
Specific Grants from Scottish Government	37,817	32,184	70,001	70,001	0
Other External Grants & Contributions	15,112	515	15,627	15,627	0
Development Contributions	389	800	1,189	1,189	0
Capital Receipts	4,567	400	4,967	0	4,967
General Capital Grant	47,565	107,800	155,365	0	155,365
Plant & Vehicle Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	517	3,658	4,175	4,175	0
Borrowing	59,246	55,565	114,811	1,200	113,611
Total	171,213	214,922	386,135	112,192	273,943

Detailed Capital funding can be found at the back of this budget pack

Scottish Borders Council
Draft Financial Plan 2019/20 to 2023/24
Summary of Revenue Budget Movement

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000
Base Budget (approved 20 February 2018)	272,665	283,838	282,809	282,938	284,062	1,406,312
Manpower adjustments	8,930	4,977	3,476	3,613	3,610	24,606
Non-pay and department specific inflation	1,044	1,001	1,035	1,053	1,149	5,282
Service Specific priorities & National policy changes	6,550	(191)	706	1,577	1,064	9,706
Previous year Financial Plan unrealised savings	3,122	0	0	0	0	3,122
Total Pressures	19,646	5,787	5,217	6,243	5,823	42,716
<u>Savings Proposals</u>						
Corporate	(1,272)	(5,245)	(3,883)	(4,114)	(4,698)	(19,212)
Contracted Services (Live Borders)	(415)	(560)	(556)	(551)	(146)	(2,228)
Asset & Infrastructure	(1,898)	(512)	(300)	(264)	(49)	(3,023)
Economic Development & Corporate Services	(162)	(110)	(110)	(110)	(10)	(502)
Health & Social Care	(1,319)	198	0	0	0	(1,121)
Children & Young People	(1,372)	(322)	(152)	(33)	(6)	(1,885)
Customer & Communities	(629)	25	0	0	0	(604)
Finance, IT & Procurement	(533)	(143)	0	0	0	(676)
Human Resources	(374)	(5)	0	0	0	(379)
Regulatory Services	(499)	(142)	(87)	(47)	(7)	(782)
Total Savings	(8,473)	(6,816)	(5,088)	(5,119)	(4,916)	(30,412)
	283,838	282,809	282,938	284,062	284,969	1,418,616
Funding	283,838	282,809	282,938	284,062	284,969	1,418,616

Scottish Borders Council
Draft Financial Plan 2019/20 to 2028/29
Summary of Capital Budget Movement

	3 year operational £000's	7 year strategic £000's	Total £000's	Est. External Funding £000's	Est. SBC Contribution £000's
Base Budget (approved 20 February 2018)	130,174	163,787	293,961	(73,116)	220,845
Capital Financed from Current Revenue (CFCR)	0	0	0	0	0
Specific Grants from Scottish Government	10,178	21,758	31,936	(31,936)	0
Other External Grants & Contributions	7,203	515	7,718	(7,718)	0
Development Contributions	(1,151)	100	(1,051)	1,051	0
Capital Receipts	207	400	607	0	607
General Capital Grant	3,741	9,800	13,541	0	13,541
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	153	320	473	(473)	0
Borrowing	20,708	18,242	38,950	0	38,950
Total Funding Adjustments	41,039	51,135	92,174	(39,076)	53,098
Funding	171,213	214,922	386,135	(112,192)	273,943
Investment Proposals					
Contracted Services (Live Borders)	5,219	7,280	12,499	(6,175)	6,324
Asset & Infrastructure	93,235	115,555	208,790	(70,764)	138,026
Economic Development & Corporate Services	24,621	4,860	29,481	(5,517)	23,964
Health & Social Care	11,898	1,114	13,012	(5,936)	7,076
Children & Young People	27,817	70,600	98,417	(23,800)	74,617
Customer & Communities	0	0	0	0	0
Finance, IT & Procurement	7,073	12,063	19,136	0	19,136
Human Resources	0	0	0	0	0
Regulatory Services	1,350	3,450	4,800	0	4,800
Total Investment	171,213	214,922	386,135	(112,192)	273,943

Detailed Capital Investment by year can be found at the back of this budget pack

Scottish Borders Council
Draft Financial Plan 2019/20 - 2023/24
Service Level Summary

	2019/20 £'000	2020/21 (Provisional) £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	Total £'000	Capital Investment (10 years)
Corporate	(177)	(6,517)	(10,400)	(14,514)	(19,212)	(50,820)	0
Contracted Services (Live Borders)	5,776	5,069	4,505	3,931	3,787	23,069	12,499
Assets & Infrastructure	27,719	28,408	28,983	29,518	29,852	144,481	208,790
Economic Development & Corporate Services	535	533	457	381	406	2,311	29,481
Health & Social Care	59,368	60,723	62,209	63,747	65,298	311,347	13,012
Children & Young People	124,816	126,931	128,840	131,659	134,153	646,401	98,417
Customer & Communities	19,054	19,537	19,856	20,271	20,602	99,318	0
Finance, IT & Procurement	34,500	35,412	35,604	35,969	36,722	178,208	19,136
Human Resources	5,288	5,625	5,688	5,752	5,817	28,170	0
Regulatory Services	6,959	7,088	7,196	7,348	7,544	36,133	4,800
Total	283,838	282,809	282,938	284,062	284,969	1,418,616	386,135

Corporate

Overarching proposals covering the whole Council

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
n/a	0	0	0	0	0	
Total Investment	0	0	0	0	0	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	0	(177)	(6,517)	(10,400)	(14,514)
Permanent Virements	0	0	0	0	0
Revised Base Budget	0	(177)	(6,517)	(10,400)	(14,514)

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Fit for 2024 - Communities Fund	0	445	(445)	0	0	0	Locality Fund to drive community solutions	
Fit for 2024 - Enabling Resource	0	650	(650)	0	0		Enabling resource to support this significant change agenda	
Total Pressures		1,095	(1,095)	0	0	0		

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Fit for 2024	0	(1,272)	(5,245)	(3,883)	(4,114)	(4,698)	To be allocated across all Services - rolling programme of reviews including a review of the Devolved School Management (DSM) scheme	(43)
Total Savings		(1,272)	(5,245)	(3,883)	(4,114)	(4,698)		(43)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	(177)	(6,517)	(10,400)	(14,514)	(19,212)

Contracted Services: Live Borders (Sport, Heritage and Culture)

Live Borders: Sport Facilities, Active Schools, Cultural Services (Libraries, Museums, Halls & Community Centres, Arts Development)

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Sports Infrastructure	1,899	6,348	8,247	(4,175)	4,072	Capital allocation to Sports Trusts to improve and refurbish SBC owned Sport and Leisure facilities and a Synthetic Pitch Replacement Fund to manage the replacement of synthetic pitches across the Borders
Culture & Heritage	3,320	932	4,252	(2,000)	2,252	Public Halls upgrades, new upgraded Jim Clark Museum in Duns and the upgrade and redevelopment of the Sir Walter Scott Courthouse in Selkirk
Total Investment	5,219	7,280	12,499	(6,175)	6,324	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	5,749	5,776	5,069	4,505	3,931
Permanent Virements	255	0	0	0	0
Revised Base Budget	6,004	5,776	5,069	4,505	3,931

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2022/24 £'000s	Detail	FTE Impact est
Non-pay inflation	115	2	3	2	2	2	To allow for anticipated inflationary increases	
Great Tapestry of Scotland Opening	0	185	(150)	(10)	(25)	0	Primarily, one-off opening costs for 2019/20	
Total Pressures		187	(147)	(8)	(23)	2		0

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Management Fee reduction to Live Borders based on 3% reduction and agreement with Live Borders that they will manage budget pressures within existing management fee	5,514	(165)	(160)	(156)	(151)	(146)	This 3 year agreement will enable joint work on delivering a number of key strategic projects including property rationalisation and allow delivery of services to achieve joint strategic outcomes	
More effective contract management across the Council	97,485	(250)	(400)	(400)	(400)	0	Supported by new Business World functionality	
Total Savings		(415)	(560)	(556)	(551)	(146)		0

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	5,776	5,069	4,505	3,931	3,787

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBc Contracts, Fleet, Pay & Display, Waste Management

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	16,232	22,304	38,536	(613)	37,923	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades
Roads & Transport Infrastructure	24,342	59,711	84,053	(14)	84,039	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects
Cycling, Walking & Safer Streets	598	1,685	2,283	(2,283)	0	Specific SG funding to encourage walking and cycling, especially to schools and to connect communities
Peebles Bridge	0	420	420	0	420	Preparatory work to consider the future requirement for a new bridge in Peebles to support future development per the Local Development Plan
Flood & Coastal Protection works	1,889	3,850	5,739	(3,515)	2,224	Small scale capital flood works projects and flood studies for future major schemes. Flood studies and scheme preparation fully funded by Scottish Government
Hawick Flood Protection	41,859	10,576	52,435	(43,039)	9,396	Infrastructure project to protect residential and commercial properties from flood risk within the River Teviot's flood plain in Hawick. Scottish Government 80% and external partners funding of the project.
Waste Management	2,015	369	2,384	0	2,384	Easter Langlee cell provision and leachate management, Community Recycling Centre skip infrastructure and provision of waste containers. Final stages of construction of new waste transfer station at Easter Langlee
Waste Collection Vehicles (Non P&V)	300	900	1,200	(1,200)	0	Contribution to refuse lorry replacements not provided by Plant and Vehicle fund, funded by Waste revenue budget contribution for specific funding
Reston Station Contribution	0	1,740	1,740	(100)	1,640	Council contribution to provision of new platform and car parking at Reston, supported by potential funding from development contributions
Plant & Vehicle Fund	6,000	14,000	20,000	(20,000)	0	Rolling programme of fleet replacement to meet Council requirements, fully funded from the Plant and Vehicle fund and replenished by revenue budgets over vehicle lives
Total Investment	93,235	115,555	208,790	(70,764)	138,026	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	29,473	27,719	28,408	28,983	29,518
Permanent Virements	378	0	0	0	0
Revised Base Budget	29,851	27,719	28,408	28,983	29,518

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBc Contracts, Fleet, Pay & Display, Waste Management

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	24,154	811	720	495	505	516	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	3,947	130	116	89	91	94	To allow for anticipated inflationary increases	
Property Maintenance Fund Inflation	2,497	50	51	52	53	54	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate	
Catering (Food) Inflation	1,782	26	27	27	28	28	Estimated inflationary price increase of food costs	
Sanitary products in public bodies	0	37	0	0	0	0	As per SG Settlement	
Free Child Burials	0	7	0	0	0	0	As per SG Settlement	
Winter Maintenance (Salt) Inflation	697	156	17	17	18	18	Estimated inflationary price increase of salt costs, re-tender in 19/20	
Aggregates & Bitumen Inflation	581	0	12	12	12	13	Estimated inflationary price increase of bitumen and aggregates	
Roads Investment	1,800	(1,800)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Roads Investment	6,500	600	0	0	(100)	(500)	£2.3m investment over 4 years to improve roads, pavements & infrastructure	
Vehicle Spare Parts Inflation	1,289	0	13	13	13	13	Estimated inflationary price increase of spare parts	
Landfill Tax Inflation	3,676	99	0	0	0	0	Estimated inflationary price increase of Landfill Tax which is set by the Scottish Government	
Waste Contract	3,676	0	102	105	108	110	Estimated inflationary price increase of contract based on Landfill Tax which is set by the Scottish Government	
Shared Access Paths	350	(350)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Outdoor Community Spaces	0	0	143	65	71	37	Replacement Fund for Outdoor Community Spaces	
Total Pressures		(234)	1,201	875	799	383		0

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Energy Efficiency Project	3,256	(103)	(103)	0	0	0	Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings	
New delivery model for Public Toilet provision	200	0	(50)	0	0	0	Phase 2 of the public convenience review, to market test potential outsourcing of toilet provision as previously agreed by Council.	
Review of Street Lighting Energy Efficiency Project (SLEEP) provision	523	(14)	0	0	0	0	Completion of SLEEP project	
Increase the Fleet Management service's budgeted surplus	(295)	(22)	0	0	0	0	Bringing Fleet budget in line with historic performance. No service impact expected	
Waste Services kerbside collection review	3,896	(200)	(110)	0	0	0	Savings arising from the proposal of a new optimised model of service delivery, including route optimisation, review of working patterns and depot rationalisation. Collections will remain fortnightly for general waste and recycling	(12)
More efficient property and asset portfolio & implementation of Corporate Landlord	18,500	(100)	(250)	(251)	(215)	0	Savings resulting from property rationalisation and implementing the Corporate Landlord model across the Council	

Asset and Infrastructure

Property Management, Estates, Catering, Cleaning, Design, Major Projects, Neighbourhood Services, Infrastructure & Assets, SBc Contracts, Fleet, Pay & Display, Waste Management

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Additional Fees & Charges Income across Assets & Infrastructure	(2,005)	(49)	(49)	(49)	(49)	(49)	Extra income from higher Fees & Charges which have been increased in line with inflation. Possible reductions in demand due to higher prices have been factored into the assumed additional income	
Catering - Health Improving Initiatives	120	(105)	0	0	0	0	Removal of loss-making vending machines across the Council. Removal of juice from school menu and acceleration of legislative change from 2020	
Catering - changes to meals in schools	1,894	(88)	0	0	0	0	Seasonal meal choices within schools and review of purchasing within nutritional standards	
Asset & Infrastructure staffing restructures	467	(115)	0	0	0	0	Review of establishment within Asset and Infrastructure	(4)
Capitalise roads expenditure	6,500	(250)	0	0	0	0	Fund £250k roads activity through capital rather than revenue	
Property Maintenance Fund	2,497	(150)	150	0	0	0	One-off reduction in property maintenance fund in 2019/20	
Rent & Service Charge Income from third parties for property costs	0	(100)	100	0	0	0	Re-charge of costs for use of SBC property in 2019/20	
Increase income at Aggregates Yard	(201)	(50)	0	0	0	0	Increase income at Aggregates Yard through more Commercial focus	
Review of non-Roads plant and vehicle	3,097	(50)	0	0	0	0	Linked to Fleet Management review	
Waste Services - Operational Efficiencies	8,590	(35)	(140)	0	0	0	Operational efficiencies covering food waste, haulage and landfill	
Waste Services - Food waste contract Inter Authority Agreement	100	(10)	0	0	0	0	Reduction in haulage costs	
Waste - education around recycling	3,676	(200)	0	0	0	0	Reduce landfill costs	
Parks - apply Management Fee to Capital programme	0	(80)	0	0	0	0	In line with the Corporate approach	
Neighbourhoods - Discretionary budgets & Contracted Services	486	(78)	0	0	0	0	Operational efficiencies	
Review of environmental provision	100	0	(50)	0	0	0	Review scope of environmental delivery model	
Corporate recruitment process	24,154	(66)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Upgrade of CONFIRM	0	(33)	(10)	0	0	0	Operational efficiencies through implementation of new digital solution supporting Digital Customer Access (DCA)	
Total Savings		(1,898)	(512)	(300)	(264)	(49)		(16)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	27,719	28,408	28,983	29,518	29,852

Economic Development & Corporate Services

Corporate Policy, Economic Development, Commercial Property Income, Emergency Planning

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Great Tapestry of Scotland - Building	4,529	0	4,529	(1,500)	3,029	Bulding to house the Great Tapestry of Scotland
Town Centre Regeneration	913	700	1,613	0	1,613	To support the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes
Borders Innovation Park	16,525	3,900	20,425	(2,000)	18,425	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Newtown St Boswells Regeneration	124	260	384	0	384	Development phase for the village centre regeneration
Eyemouth Regeneration	513	0	513	0	513	To support the regeneration of Eyemouth
Hawick Regeneration Block	2,017	0	2,017	(2,017)	0	To support the regeneration of Hawick
Total Investment	24,621	4,860	29,481	(5,517)	23,964	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	64	535	533	457	381
Permanent Virements	432	0	0	0	0
Revised Base Budget	496	535	533	457	381

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	1,172	49	45	31	31	32	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	92	2	3	3	3	3	To allow for anticipated inflationary increases	
Corporate Policy Advisor post	0	0	60	0	0	0	New post in 2020/21	1
Shared Service opportunities with Dumfries & Galloway Council - unrealised saving	0	150	0	0	0	0	2018/19 saving no longer deliverable - offset by savings below	
Total Pressures		201	108	34	34	35		1

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Shared Services	819	0	(100)	(100)	(100)	0	To target opportunistic shared service possibilities with partners and other councils	
Commercial Rent income	(1,244)	0	(10)	(10)	(10)	(10)	Inflationary increases to the commercial property charges	
Economic Development	333	(125)	0	0	0	0	Remove the savings delivered during 2018/19 on a permanent basis	
Corporate recruitment process	1,172	(16)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Emergency Planning - 0.5 FTE post	42	(21)	0	0	0	0	Remove 0.5 FTE from the SBC establishment (current vacancy).	(0.5)
Total Savings		(162)	(110)	(110)	(110)	(10)		(0.5)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	535	533	457	381	406

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Adult Services Facilities Upgrade (Older People)	600	93	693	0	693	Planned Residential Care Home upgrades to enhance and improve facilities for residents
Care Inspectorate Requirements (Older People)	162	421	583	0	583	Residential Care Home works in order to deliver specific recommendations within the Joint Older People's Services Inspection Report
Residential Dementia (Older People)	4,800	0	4,800	0	4,800	Proposed specialist Dementia Residential Facility to deliver a specific Health and Social Care Partnership priority on Dementia
Extra Care Housing	6,336	600	6,936	(5,936)	1,000	Investment in Technology Enabled Care
Total Investment	11,898	1,114	13,012	(5,936)	7,076	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	56,692	59,368	60,723	62,209	63,747
Permanent Virements	1,087	0	0	0	0
Revised Base Budget	57,779	59,368	60,723	62,209	63,747

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	8,899	975	882	634	744	682	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	82	1	1	1	1	1	To allow for anticipated inflationary increases	
SB Cares Contract inflation	16,771	29	29	29	0	0	SB Cares Contract inflation to cover increased utilities costs	
Older People demographic increases	13,344	348	348	348	348	348	Forecast additional cost of increasing numbers of Older People 65-74 and 74+	
Increased young adults with learning / physical disabilities	20,200	250	250	250	250	250	Forecast additional cost of increasing numbers of young adults in transition from Children's to Adult Services	
Assume demographic pressure funded by H&SC Fund	13,344	0	(598)	(598)	(598)	(598)	Funded through the H&SC Fund from 2020/21	
COSLA Residential Care Home Contract (Older People)	8,900	235	235	235	235	310	Increase COSLA Care Home Contract by 2.4% p.a.	
Dementia care services (Older People)	13,344	(534)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Extra Care Housing (ECH) - Dementia Unit Running Costs	1,281	0	0	0	550	550	Costs for ECH Dementia Unit per June 2018 report to Executive	
Extra Care Housing Developments (Duns & Galashiels) - Running costs	1,281	0	0	580	0	0	Net running costs associated with new Extra Care Housing developments at Todlaw, Duns and Langhaugh, Galashiels	
Community Policing	721	(282)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Community Action Team (CAT)	721	282	3	0	0	0	Reinstatement of CAT funding to support continuation of Sergeant and 6 model on a permanent basis	7
Second Community Action Team (CAT)	721	265	0	0	0	0	Invest in a second CAT Team from May 2019	
Additional dementia care (Queens House)	13,344	457	7	7	8	8	Additional dementia beds in Queens House commissioned for 5 years	
Review management arrangements across all Adult social work services	172	60	0	0	0	0	Previous year unrealised financial plan savings	
Review Commissioned Services including SB Cares within Learning Disability Service	11,910	100	0	0	0	0	Previous year unrealised financial plan savings	

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Carers Act extension	0	231	0	0	0	0	As per SG Settlement	
Health & Social Care	7,188	159	0	0	0	0	Increase Social Care Fund base budget to 2018/19 level	
Increase Criminal Justice budget	1,123	10	0	0	0	0	As per grant funding letter	
Health & Social Care	44,173	264	0	0	0	0	As per SG Settlement	
Strata Health System procurement	24,721	58	0	0	0	0	Procurement of full Strata Health System post 6 month 'proof-of-concept' pilot project. Will result in demonstrably more efficient and automated hospital discharge process and a live and dynamic residential and domiciliary care directory. 50% of full cost anticipating 50% NHS contribution	
Total Pressures		2,908	1,157	1,486	1,538	1,551		7

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Review of Day Services (Older People and Learning Disability)	3,057	(400)	0	0	0	0	The Re-imagining Day Services Review project is ongoing, a key pillar of the Integration Joint Board (IJB) Integrated Transformation Programme. Following implementation of its recommendations, including new service provision, some existing day centre provision will be decommissioned. This will not have an impact in Health & Social Care staffing although there may be potential impact for SB Cares staff. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	
Undertake a productivity review programme across Adult Social Work services, savings will require investment to commission the review	3,404	(44)	0	0	0	0	This is currently underway across some services in NHS Borders – clinical and non clinical, has identified considerable cashable savings through increased efficiency by productivity. Potential reduction of 2FTE following work study although exact potential is unknown until process review. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	(2)
Return adults with high supported living needs to the Scottish Borders, decommissioning high-tariff out of area placements (Learning Disability)	1,178	0	(52)	0	0	0	Longer-term, requires significant capital and revenue partnership investment, but for the specific clients identified, will provide better outcomes to meet specialist client needs at considerably reduced cost. Potential for unquantified increase in front line staff although options for commissioning the service are being considered	

Health and Social Care

Child & Adult Protection, Emergency Duty, Business Support, Quality Improvement, Criminal Justice, Safer Communities, Older People, Learning Disability, Mental Health, Physical Disability, Generic Services

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Reduce Direct Payment Prepayment	5,189	(250)	250	0	0	0	Currently direct payments are paid in advance with the initial payment being for 4 weeks. It is proposed to reduce the initial payment to an advance of 2 weeks	
Reassessment of existing care packages	9,789	(100)	0	0	0	0	A reassessment of existing homecare packages for older people and clients with physical disabilities is ongoing and delivering savings in 2018/19.	
Corporate recruitment process	8,899	(45)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Roll-out of Hospital to Home initiative in all localities	9,789	(480)	0	0	0	0	At the August IJB Board meeting agreement was given to roll-out the Hospital to Home initiative in all localities following a successful pilot in Teviot and Berwickshire. Funding of £985k was directed from the Integrated Care Fund to finance the project (NHS staff) with the projected saving being reduced homecare delivered through a programme of enablement and reduced occupied bed days in NHS Borders (both at the BGH and Community hospitals).	
Total Savings		(1,319)	198	0	0	0		(2)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	59,368	60,723	62,209	63,747	65,298

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD)

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Eyemouth Primary School	15,600	400	16,000	0	16,000	Projected construction costs of new Primary School at Eyemouth
Earlston Primary School	450	8,550	9,000	0	9,000	Projected construction costs of new Primary School at Earlston
Gala Academy - Capital Contribution - assumes 100% revenue funded model	1,000	2,000	3,000	0	3,000	Projected costs of preliminary Capital works. Assumes SG fully fund construction costs
Early Years Expansion	2,800	0	2,800	(2,800)	0	SG-funded Capital requirement to fund next stage of ELC expansion to 1140 hours
Jedburgh Learning Campus incorporating 3G Pitch	667	0	667	0	667	A new 3-18 learning campus in Jedburgh replacing 2 Primary Schools and the High School. The capital budget provision is primarily for project management, incidentals and the new 3G synthetic pitch provision
New Hawick High School - SBC 50% contribution	0	40,000	40,000	(20,000)	20,000	SBC 50% contribution to a new Hawick High School with an estimated cost of £40m
School Estate Block	7,200	16,750	23,950	(1,000)	22,950	Programme of works across the school estate to ensure compliance with a range of legislation in relation to health and safety, care inspectorate, environmental health and Insurers and to enable improvement of safety in schools
School Estate Review	100	2,900	3,000	0	3,000	Ambitious large scale project to significantly improve the school estate to match current and future demand
Total Investment	27,817	70,600	98,417	(23,800)	74,617	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	114,568	124,816	126,931	128,840	131,659
Permanent Virements	(767)	0	0	0	0
Revised Base Budget	113,801	124,816	126,931	128,840	131,659

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD)

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact Est
Manpower adjustments	73,696	3,746	2,413	1,657	1,691	1,725	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Increased pension costs		2,151	0	0	0	0	Assumed increase as per SG guidance from 17.2% to 22.4%	
Non-pay inflation	6,173	199	244	194	198	204	To allow for anticipated inflationary increases	
Unitary Charge Public-Private Partnership (PPP) Schools	8,898	222	228	234	240	247	This is the contractual inflationary increase required for the 3 High Schools built with PPP funding. RPI rate of 3.2%.	
Jedburgh funding charges	0	0	975	0	0	0	The new multi-generational Jedburgh campus is being funded by a combination of SBC capital funding / Scottish Government grant & revenue funding. This pressure relates to the revenue funding element only	
Jedburgh lifecycle maintenance	0	0	300	0	0	0	This is a provision for maintaining the new multi-generational Jedburgh campus in an as new condition through a planned cycle of regular repair and maintenance and equipment replacement	
Jedburgh increased Facilities Management (FM) charges	0	0	160	0	0	0	This pressure relates to increased revenue costs related to the new multi-generational Jedburgh campus (mainly Non Domestic Rates, Utilities and Cleaning)	
Pupil Equity Fund	1,841	(87)	(1,754)	0	0	0	Pupil Equity Fund in 2019/20 of £1.754m is based on free school meal entitlement. This is fully funded by Scottish Government and assumed to continue to 2020/21 where it is being removed from the budget. The Pupil Equity Fund is allocated directly to schools and targeted at closing the poverty related attainment gap. The funding is spent at the direction of Head teachers working in partnership with each other and the local authority	
Additional Support Needs Residential Placements and Respite Care	500	(500)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Children & Young People Prevention, Intervention and Innovation	500	(500)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Mental health support provision	217	150	0	0	0	0	1 FTE in each Secondary School per existing contract	9
Access to Youth opportunities	200	(200)	0	0	0	0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Early Learning & Childcare expansion	6,689	6,398	0	0	0	0	Specific grant as per SG settlement	65
School Clothing Grant	215	75	0	0	0	0	As per SG settlement	
New Gala High School	0	0	0	0	420	210	Pro-rata based on Kelso campus costs assuming new school is fully SG funded	
Additional New Schools NDR, Utilities, Cleaning Pressure	793	360	0	0	180	90	Additional budget required to fund costs in new schools	
Foster, Kinship and Through Care Fees and Allowances Uplift	1,488	74	49	50	51	52	3% increase in 19/20, 2% thereafter	
Digital Learning Transformation	0	299	(178)	(74)	72	(28)	Current estimated additional annual revenue cost of implementing Digital Learning Transformation Programme P6-S6	
Total Pressures		12,387	2,437	2,061	2,852	2,500		74

Children & Young People

Early Years, Primary Schools, Secondary Schools, Additional Support Needs, Children & Families Social Work, Educational Psychology, Central Schools, School Meals, Transport, Community Learning & Development (CLD)

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact Est
Allocation of management and support costs to Early Years expansion	6,398	(320)	0	0	0	0	Equates to 5% allocation of support costs to expansion programme. FTE will increase annually in line with this expansion.	
Children & Families Social Work – reduce external placements	5,670	(400)	0	0	0	0	A further £400k reduction in the budget for External Placements	
School Estate Review	0	0	(289)	(146)	0	0	Rationalisation of School Estate. School Estate plan to be redeveloped and implemented with effect from 2020/21	
Additional Support Needs: Budget reduced in line with current business need	10,505	(309)	0	0	0	0	Permanent transfer of unrequired non-staffing budget with no impact on FTE.	
Initial redesign of Early Years central management & support	6,689	(72)	0	0	0	0	Targeted efficiencies from redesigning the support functions to the Early Years expansion programme	
Historic GIRFEC (Getting It Right For Every Child) resource now mainstreamed	100	(100)	0	0	0	0	Historic funding allocation for GIRFEC. Over a number of years the specific budget has been reduced as GIRFEC was mainstreamed. Now propose to fully mainstream within existing budgets and therefore residual budget can be removed	
Corporate recruitment process	73,696	(138)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Increased fees & charges - School Meals 2019/20, 2020/21 and 2022/23 and general inflationary increase to Lets	574	(33)	(33)	(6)	(33)	(6)	Forecast fees & charges increase to be agreed. (10p increase oin n price of a school meal in each of 2019/20, 2020/21 and 2022/23) and inflationary increase on Lets.	
Total Savings		(1,372)	(322)	(152)	(33)	(6)		0

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	124,816	126,931	128,840	131,659	134,153

Customer & Communities

Business Support, Business Planning Performance & Policy Development, Community Planning & Engagement, Communities Fund, Customer Advice & Support, Democratic Services, Business Change & Programme Management, Discretionary Housing Payments, Housing Benefits, Non Domestic Rates Relief, Scottish Welfare Fund

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
n/a	0	0	0	0	0	
Total Investment	0	0	0	0	0	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	19,827	19,054	19,537	19,856	20,271
Permanent Virements	(2,340)	0	0	0	0
Revised Base Budget	17,487	19,054	19,537	19,856	20,271

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	12,603	499	447	307	313	319	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	564	9	9	10	10	10	To allow for anticipated inflationary increases	
Localities Bid Fund (LBF)	250	(32)	0	0	0	0	To use Localities Bid Fund (LBF) to fund Community Action team leaving £218k permanent LBF funding plus carry forward from previous years	
Contract Inflation	228	0	2	2	2	2	To allow for small inflationary increases to external contracts	
Local Government election	21	0	0	0	90	0	Adjustment of budget required to run local government elections every 5 years	
Rapid Rehousing funded by Scottish Government	0	35	0	0	0	0	Provided as part of SG Settlement	
Corporate - Digital Transformation - unrealised saving	(1,765)	1,765	0	0	0	0	Corporate delays in the delivery of Digital Transformation savings requires this proposal to be built back into the base budget. Service proposals on Digital Transformation are included under specific Service Directorates.	
Men's Shed Co-ordinator	30	(30)	0	0		0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Locality Public Nuisance Funding	50	(50)	0	0		0	One-off funding provided in 2018/19 therefore removed in 2019/20	
Total Pressures		2,196	458	319	415	331		0

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Review of Exemptions & Discounts	(59,977)	(50)	0	0	0	0	Review of existing Council Tax exemptions and discounts to ensure entitlement	
Integrated Customer Services Model	228	(11)	0	0	0	0	This reflects the second year of savings which were implemented in September 2018	
Housing Benefits overpayment	(239)	0	25	0	0	0	This was a temporary increase to income which will reduce by 2020/21	
Centralise stationery and take 10% saving	132	(15)	0	0	0	0	Around £150k is spent corporately on stationery each year. In line with Digital Transformation advances, this budget can be reduced	
Fees & Charges	(242)	(25)	0	0	0	0	Extra income from higher Fees & Charges which have been increased in line with inflation	
Reduce Council Tax Reduction Scheme (CTRS)	5,507	(200)	0	0	0	0	This proposed reduction is in line with current forecasts in 2018/19	
Digital Customer Access (DCA) savings	0	(160)	0	0	0	0	Savings as a result of transformational change in the organisation enabled through digital investment. This will, in line with the property rationalisation programme, mean that we offer customer facing arrangements from consolidated sites. 7 FTE is a very approx number and actual FTE reduction will depend on grade mix. The full detail and grade mix will be unknown until proposals and recommendations for the operating model are agreed. The service will try to manage the reduction in FTE through natural attrition and the use of temporary contracts where possible. Any actual staff impact will be managed through the appropriate HR policies and procedures	(7)
Corporate recruitment process	12,603	(130)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Reduce subscriptions budget across the Council by a further 10%	327	(38)	0	0	0	0	Current forecast spend in 2018/19 on subscriptions, allows opportunities for delivering an efficiency saving in 2019/20	
Total Savings		(629)	25	0	0	0		(7)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	19,054	19,537	19,856	20,271	20,602

Finance, IT and Procurement

Chief Executive, Corporate Finance, Financial Services, Information Technology, Capital Financed from Current Revenue, Interest on Revenue Balances, Loan Charges, Provision for Bad Debts, Recharge to Non-General Fund

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
ICT - Out with existing contract Scope	240	560	800	0	800	IT works outwith the scope of the CGI contract
ICT Transformation	1,614	3,289	4,903	0	4,903	IT replacements, upgrades and transformation across the Council
Digital Learning Transformation	4,319	6,114	10,433	0	10,433	Capital investment to deliver Digital Learning transformation
Emergency & Unplanned	900	2,100	3,000	0	3,000	Budget to deliver emergency works in year
Total Investment	7,073	12,063	19,136	0	19,136	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	35,644	34,500	35,412	35,604	35,969
Permanent Virements	(325)	0	0	0	0
Revised Base Budget	35,319	34,500	35,412	35,604	35,969

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	2,939	260	75	72	73	75	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	23	0	28	32	32	33	To allow for anticipated inflationary increases	
Water Rates Valuation	484	109	56	0	0	0	To allow for anticipated increases from water revaluation	
Whole System Approach	0	25	0	0	0	0	Per SG settlement	
IT Contract Inflation	6,806	(97)	(97)	0	0	0	Inflation and changes to funding assumptions	
IT costs per previously agreed contract	6,806	(963)	166	(23)	0	0	ICT contract including initial transformation spend	
Digital Customer Access (DCA)	0	0	55	0	0	0	Costs associated with delivering the DCA project	
Loans Charges to provide for capital	20,193	365	772	111	260	645	Revenue cost of capital borrowing for new projects	
NHS Borders IT disaster recovery - unrealised saving	(15)	15	0	0	0	0	Further investigation confirmed NHS have made alternative arrangements therefore this saving requires to be built back into base	
Total Pressures		(286)	1,055	192	365	753		0

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Procurement savings across all departments	34,612	(143)	(143)	0	0	0	Ongoing efficiencies through Procurement activity	
Self insurance approach	1,379	(150)	0	0	0	0	Alternative approach to move to self insurance model. May involve higher policy excess. Saving subject to retender	
Corporate recruitment process	2,939	(40)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Loans charges	20,193	(200)	0	0	0	0	Subject to external review of current loan arrangements	
Total Savings		(533)	(143)	0	0	0		0

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	34,500	35,412	35,604	35,969	36,722

Human Resources

Human Resources, HR Shared Services, Early Retirement/Voluntary Severance, Communications & Marketing, Corporate Transformation

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
n/a	0	0	0	0	0	
Total Investment	0	0	0	0	0	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	2,998	5,288	5,625	5,688	5,752
Permanent Virements	1,833	0	0	0	0
Revised Base Budget	4,831	5,288	5,625	5,688	5,752

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	2,699	103	92	63	64	65	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Transformational Change support	500	(250)	250	0	0	0	To support the Fit for 2024 transformational change programme across the organisation, permanent £500k budget from 2020/21	4
Organisational Efficiencies - unrealised saving	(594)	594	0	0	0	0	Previous year unrealised financial plan savings	
Changes to working practices - unrealised saving	(384)	384	0	0	0	0	Previous year unrealised financial plan savings	
Total Pressures		831	342	63	64	65		4

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Additional Voluntary Contributions (AVC) to the Pension Fund	0	(5)	(5)	0	0	0	Introduction of an enhanced AVC provision that will provide NI and tax savings for participants and the Council	
Remove grade 5 post through ERP development	24	(24)	0	0	0	0	The roll out of the ERP system will result in a requirement for less administration. The Council's HR Policies and Procedures will be utilised to manage and mitigate any staffing changes/reductions	(1)
Extension of pool cars	814	(250)	0	0	0	0	Increase in number of pool vehicles	
Corporate recruitment process	2,699	(35)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Centralise training budget and take efficiency	577	(50)	0	0	0	0	Management buy-in required across the Council	
Centralise conferences budget and take efficiency	61	(10)	0	0	0	0	Targeted efficiency	
Total Savings		(374)	(5)	0	0	0		(1)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	5,288	5,625	5,688	5,752	5,817

Regulatory Services

Planning, Assessors, Passenger Transport, Audit and Risk, Legal; Protective Services, Housing Strategy

Capital Investment	3 yr £'000s	7 year £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Private Sector Housing Grant	1,350	3,450	4,800	0	4,800	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work
Total Investment	1,350	3,450	4,800	0	4,800	

Revenue Opening Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget (approved 20 February 2018)	7,650	6,959	7,088	7,196	7,348
Permanent Virements	(553)	0	0	0	0
Revised Base Budget	7,097	6,959	7,088	7,196	7,348

Budget Pressures	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Manpower adjustments	7,890	307	273	188	192	196	To provide for latest SG pay negotiations at 3%, 3%, 2%, 2%, 2%	
Non-pay inflation	304	8	6	5	5	5	To allow for anticipated inflationary increases	
Contract Inflation	229	2	2	2	2	2	To allow for small inflationary increases to external contracts	
Galashiels Transport Interchange (TI)	(54)	(10)	(10)	0	0	0	Reduced revenue pressure from Gala TI due to higher income	
Assessors - reduction in canvasser numbers - unrealised savings	(14)	14	0	0	0	0	Previous year unrealised financial plan savings	
Assessors - bulk printing savings - unrealised savings	(10)	10	0	0	0	0	Previous year unrealised financial plan savings	
Provision of an Animal Feed Service for other Local Authorities - unrealised savings	(30)	30	0	0	0	0	Previous year unrealised financial plan savings	
Total Pressures		361	271	195	199	203		0

Regulatory Services

Planning, Assessors, Passenger Transport, Audit and Risk, Legal; Protective Services, Housing Strategy

Savings Proposals	Base Budget £'000s	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	Detail	FTE Impact est
Planning Fee Income	(1,081)	(30)	(30)	(40)	0	0	Additional Planning Fee Income based on a forecast increase in applications	
South East Scotland Planning Authority (SESPlan) Payment Holiday	15	(15)	50	0	0	0	Further one year saving from reduced SESPlan contribution. No service impact expected	
Regulated Bus Fares	(2,137)	(40)	(40)	(40)	(40)	0	Extra income from higher fares in line with inflation. Higher cost of bus travel in The Borders	
Additional Fees & Charges Income across Regulatory Services	(518)	(24)	(7)	(7)	(7)	(7)	Extra income from higher Fees & Charges which have been increased in line with inflation. Including additional income from Pre-Planning advice, where the income from this new service has been better than originally predicted	
Legal Services - Staffing	1,006	(20)	0	0	0	0	Removal of vacant post	(1)
Balance sheet review	0	(50)	50	0	0	0	One off saving as a result of a balance sheet review	
Planning - Discretionary Budgets	340	(20)	0	0	0	0	Reduction in discretionary budgets across the service.	
Passenger Transport: Transport Interchange	214	(65)	0	0	0	0	Review of associated maintenance costs and current staffing levels	(0.5)
Reduce bus subsidies	1,599	(85)	(165)	0	0	0	Review of existing subsidised services and/or provision of alternative models	
Corporate recruitment process	7,890	(90)	0	0	0	0	Staffing cost efficiencies supported by digital transformation	
Protective Services - Discretionary Budgets	65	(20)	0	0	0	0	Reduction in hired and contracted budget lines	
Protective Services - Staffing	1,634	(40)	0	0	0	0	Removal of two part time vacant posts	(1)
Total Savings		(499)	(142)	(87)	(47)	(7)		(2.5)

Revenue Closing Position	2019/20 £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s
Base Budget 2019/20	6,959	7,088	7,196	7,348	7,544

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	Plant & Vehicle Fund															
	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	14,000	20,000	(20,000)	0
	Waste Collection Vehicles - Non P&V Fund															
	Waste Collection Vehicles - Non P&V Fund	300	0	0	300	0	300	300	0	0	0	300	900	1,200	(1,200)	0
	Flood & Coastal Protection															
Block	Flood Studies	365	350	350	1,065	350	350	350	350	350	350	350	2,450	3,515	(3,515)	0
Block	General Flood Protection Block	424	200	200	824	200	200	200	200	200	200	200	1,400	2,224	0	2,224
	Hawick Flood Protection	3,485	18,803	19,571	41,859	10,196	215	165	0	0	0	0	10,576	52,435	(43,039)	9,396
	Land and Property Infrastructure															
Block	Asset Rationalisation & Demolition	2,320	750	750	3,820	0	0	0	0	0	0	0	0	3,820	0	3,820
	Cemetery Land Acquisition	160	0	0	160	0	0	0	0	0	0	0	0	160	0	160
	Jedburgh High Street Building	522	879	11	1,412	0	0	0	0	0	0	0	0	1,412	(405)	1,007
Block	Building Upgrades	730	730	730	2,190	770	770	770	770	770	770	770	5,390	7,580	0	7,580
Block	Cleaning Equipment Replacement Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Commercial Property Upgrades	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Contaminated Land Block	52	52	52	156	52	52	52	52	52	52	52	364	520	0	520
	Energy Efficiency Works	1,045	1,045	1,045	3,135	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	10,450	0	10,450
Block	Health and Safety Works	835	835	835	2,505	835	835	835	835	835	835	835	5,845	8,350	0	8,350
NEW	Outdoor Community Spaces	867	1,047	640	2,554	828	508	510	511	111	111	111	2,690	5,244	(208)	5,036
	Road & Transport Infrastructure															
	A72 Dirtpot Corner - Road Safety Works	120	0	0	120	0	0	0	0	0	0	0	0	120	0	120
Block	Accident Investigation Prevention Schemes Block	50	50	50	150	50	50	50	50	50	50	50	350	500	0	500
Block	Cycling Walking & Safer Streets	188	199	211	598	221	232	244	247	247	247	247	1,685	2,283	(2,283)	0
	Engineering Minor Works	14	0	0	14	0	0	0	0	0	0	0	0	14	(14)	0
	Galashiels Developments	200	0	0	200	0	0	0	0	0	0	0	0	200	0	200
Block	Lighting Asset Management Plan	300	200	200	700	200	200	200	200	200	200	200	1,400	2,100	0	2,100
	Peebles Bridge	0	0	0	0	0	0	0	0	0	0	420	420	420	0	420
	Reston Station Contribution	0	0	0	0	0	0	1,740	0	0	0	0	1,740	1,740	(100)	1,640
Block	Roads & Bridges -inc. RAMP, Winter Damage & Slopes	6,670	7,660	7,660	21,990	11,615	10,160	6,592	7,364	7,410	7,410	7,410	57,961	79,951	0	79,951
	Street Lighting Energy Efficiency Project	435	70	0	505	0	0	0	0	0	0	0	0	505	0	505
	Union Chain Bridge	403	260	0	663	0	0	0	0	0	0	0	0	663	0	663

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	Waste Management															
Block	CRC - Bulky Waste Adjustments	255	0	0	255	0	0	0	0	0	0	0	0	255	0	255
	CRC - Improved Skip Infrastructure	146	0	0	146	0	0	0	0	0	0	0	0	146	0	146
	Easter Langlee Cell Provision	550	110	0	660	0	0	0	0	0	0	0	0	660	0	660
	Easter Langlee Leachate Management Facility	377	42	0	419	0	0	0	0	0	0	0	0	419	0	419
	New Easter Langlee Waste Transfer Station	389	0	0	389	0	0	0	0	0	0	0	0	389	0	389
	Waste Containers	48	48	50	146	50	51	53	53	54	54	54	369	515	0	515
	Corporate															
Block	ICT - Outwith CGI Scope	80	80	80	240	80	80	80	80	80	80	80	560	800	0	800
	ICT Transformation	449	566	599	1,614	468	526	381	336	526	526	526	3,289	4,903	0	4,903
	Digital Learning Transformation	3,047	917	355	4,319	1,210	914	1,172	627	933	629	629	6,114 0	10,433 0	0	10,433
	School Estate															
Block	Eyemouth Primary School	800	7,400	7,400	15,600	400	0	0	0	0	0	0	400	16,000	0	16,000
	Earlston Primary School	0	0	450	450	4,162	4,163	225	0	0	0	0	8,550	9,000	0	9,000
	Gala Academy - Capital contribution (assumes revenue funded model)	100	500	400	1,000	2,000	0	0	0	0	0	0	2,000	3,000	0	3,000
	Early Years Expansion	2,800	0	0	2,800	0	0	0	0	0	0	0	0	2,800	(2,800)	0
	Jedburgh Learning Campus incorporating 3G Pitch	667	0	0	667	0	0	0	0	0	0	0	0	667	0	667
	New Hawick High School - SBC 50% contribution	0	0	0	0	6,000	34,000	0	0	0	0	0	40,000	40,000	(20,000)	20,000
	School Estate Block	2,400	2,400	2,400	7,200	2,400	2,400	2,390	2,390	2,390	2,390	2,390	16,750	23,950	(1,000)	22,950
	School Estate Review	0	0	100	100	500	2,400	0	0	0	0	0	2,900	3,000	0	3,000
	Sports Infrastructure															
Block	Culture & Sports Trusts - Plant & Services	290	290	290	870	290	290	290	290	290	290	290	2,030	2,900	0	2,900
	Synthetic Pitch Replacement Fund	376	0	153	529	358	369	380	1,792	473	473	473	4,318	4,847	(4,175)	672
	Melrose 3G Pitch	500	0	0	500	0	0	0	0	0	0	0	0	500	0	500
	Culture & Heritage															
Block	Jim Clark Museum	5	0	0	5	0	0	0	0	0	0	0	0	5	0	5
	Public Halls Upgrades	0	208	99	307	0	0	0	0	0	0	0	0	307	0	307
	Sir Walter Scott Courthouse - Phase 2	0	460	2,488	2,948	932	0	0	0	0	0	0	932	3,880	(2,000)	1,880
	Trimontium, Melrose	0	60	0	60	0	0	0	0	0	0	0	0	60	0	60

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	Economic Regeneration															
Block	Great Tapestry of Scotland - Building	4,479	50	0	4,529	0	0	0	0	0	0	0	0	4,529	(1,500)	3,029
	Borders Town Centre Regeneration Block	100	100	100	300	100	100	100	100	100	100	100	700	1,000	0	1,000
	Borders Innovation Park	5,425	6,991	4,109	16,525	1,950	1,950	0	0	0	0	0	3,900	20,425	(2,000)	18,425
	Newtown St Boswells Regeneration	20	20	84	124	84	120	56	0	0	0	0	260	384	0	384
	Eyemouth Regeneration	513	0	0	513	0	0	0	0	0	0	0	0	513	0	513
	Hawick Regeneration	2,017	0	0	2,017	0	0	0	0	0	0	0	0	2,017	(2,017)	0
	Galashiels Town Centre Regeneration	613	0	0	613	0	0	0	0	0	0	0	0	613	0	613
	Housing Strategy & Services															
	Private Sector Housing Grant - Adaptations	450	450	450	1,350	450	500	500	500	500	500	500	3,450	4,800	0	4,800
	Social Care Infrastructure															
Block	Adult Services Facilities Upgrades	200	200	200	600	59	34	0	0	0	0	0	93	693	0	693
Block	Care Inspectorate Requirements & Upgrades	53	54	55	162	57	58	59	61	62	62	62	421	583	0	583
NEW	Residential Dementia Care	500	3,800	500	4,800	0	0	0	0	0	0	0	0	4,800	0	4,800
	Extra Care Housing:	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Todlaw, Duns	1,090	0	0	1,090	0	0	0	0	0	0	0	0	1,090	(1,090)	0
	Langhaugh, Galashiels	1,800	0	0	1,800	0	0	0	0	0	0	0	0	1,800	(1,800)	0
	Stirches, Kelso, Eyemouth, Peebles, Waverley	0	1,523	1,523	3,046	0	0	0	0	0	0	0	0	3,046	(3,046)	0
	Technology Enabled Care	100	100	200	400	200	200	200	0	0	0	0	600	1,000	0	1,000
	Other															
	Emergency & Unplanned	300	300	300	900	300	300	300	300	300	300	300	2,100	3,000	0	3,000
	Total	52,524	61,899	56,790	171,213	50,512	65,472	21,339	20,253	19,078	18,774	19,494	214,922	386,135	(112,192)	273,943

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CAPITAL FUNDING													
Specific Grants from Scottish Government													
Hawick Flood Protection	(2,718)	(13,789)	(14,830)	(31,337)	(7,745)	(172)	(132)	0	0	0	0	(8,049)	(39,386)
Flood Studies	(365)	(350)	(350)	(1,065)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(2,450)	(3,515)
Cycling Walking & Safer Streets	(188)	(199)	(211)	(598)	(221)	(232)	(244)	(247)	(247)	(247)	(247)	(1,685)	(2,283)
Early Years Expansion	(2,800)	0	0	(2,800)	0	0	0	0	0	0	0	0	(2,800)
Hawick Regeneration	(2,017)	0	0	(2,017)	0	0	0	0	0	0	0	0	(2,017)
Hawick High School SFT	0	0	0	0	(3,000)	(17,000)	0	0	0	0	0	(20,000)	(20,000)
Other External Grants & Contributions													
Hawick Flood Protection	(118)	(1,767)	(1,253)	(3,138)	(515)	0	0	0	0	0	0	(515)	(3,653)
Sir Walter Scott Courthouse - Phase 2	0	(460)	(1,540)	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Great Tapestry of Scotland - Building	(1,500)	0	0	(1,500)	0	0	0	0	0	0	0	0	(1,500)
Borders Innovation Park	(1,000)	(1,000)	0	(2,000)	0	0	0	0	0	0	0	0	(2,000)
Outdoor Community Spaces	0	0	(133)	(133)	0	0	0	0	0	0	0	0	(133)
2nd Homes Council Tax - Extra Care Housing	(2,890)	(3,046)	0	(5,936)	0	0	0	0	0	0	0	0	(5,936)
Jedburgh Building	0	(405)	0	(405)	0	0	0	0	0	0	0	0	(405)
Development Contributions													
Reston Station Contribution	0	0	0	0	0	0	(100)	0	0	0	0	(100)	(100)
School Estate Block	(100)	(100)	(100)	(300)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(700)	(1,000)
Engineering Minor Works	(14)	0	0	(14)	0	0	0	0	0	0	0	0	(14)
Outdoor Community Spaces	(53)	(15)	(7)	(75)	0	0	0	0	0	0	0	0	(75)
Capital Receipts	(1,827)	(2,440)	(300)	(4,567)	(400)	0	0	0	0	0	0	(400)	(4,967)
General Capital Grant	(16,765)	(15,400)	(15,400)	(47,565)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(107,800)	(155,365)
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)	(14,000)	(20,000)
Synthetic Pitch Replacement Fund	(364)	0	(153)	(517)	(358)	(369)	(380)	(1,132)	(473)	(473)	(473)	(3,658)	(4,175)

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CAPITAL FUNDING													
Borrowing													
- General	(17,505)	(20,928)	(20,513)	(58,946)	(20,423)	(29,549)	(2,333)	(1,024)	(508)	(204)	(624)	(54,665)	(113,611)
Waste Collection Vehicles - Non P&V Fund	(300)	0	0	(300)		(300)	(300)	0	0	0	(300)	(900)	(1,200)
Total	(52,524)	(61,899)	(56,790)	(171,213)	(50,512)	(65,472)	(21,339)	(20,253)	(19,078)	(18,774)	(19,494)	(214,922)	(386,135)