

**Administration's
Draft Revenue & Capital Investment Plan
Revenue 2020/21 - 2024/25, Capital 2020/21-2029/30**

Scottish Borders Council
Draft Financial Plan 2020/21 to 2024/25
Revenue Resources

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Aggregate External Finance						
General Revenue Support	171,023	173,123	173,325	173,579	173,529	864,579
Assumed SG grant reductions 1% years 2-5	0	(2,233)	(2,235)	(2,237)	(2,237)	(8,942)
Ring fenced grants	13,907	15,211	15,211	15,211	15,211	74,751
Assumed additional funding for H&SC for demographics	2,100	2,602	2,489	2,187	1,637	11,015
Health & Social Care Partnership	7,540	7,540	7,540	7,540	7,540	37,700
Non-domestic Rates	34,931	34,931	34,931	34,931	34,931	174,655
	229,501	231,174	231,261	231,211	230,611	1,153,758
Council Tax (Band D £1,253.91 - increase of 4.84% in 2020/21 and then 3% each year thereafter)	66,256	68,642	71,172	73,792	76,506	356,368
Total	295,757	299,816	302,433	305,003	307,117	1,510,126

Scottish Borders Council
Draft Financial Plan 2020/21 to 2029/30
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	45,263	4,465	49,728	49,728	0
Other External Grants & Contributions	31,969	1,950	33,919	33,919	0
Development Contributions	381	800	1,181	1,181	0
Capital Receipts	3,140	0	3,140	0	3,140
General Capital Grant	41,949	107,800	149,749	0	149,749
Plant & Vehicle Replacement - P&V Fund	6,000	14,000	20,000	20,000	0
Synthetic Pitch Replacement Fund	875	3,773	4,648	4,648	0
Borrowing	128,578	73,380	201,958	1,200	200,758
Total	258,155	206,168	464,323	110,676	353,647

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

Scottish Borders Council
Draft Financial Plan 2020/21 to 2024/25
Summary of Revenue Budget Movement

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000
Base Budget (approved 28 February 2019)	283,838	295,757	299,816	302,433	305,003	1,486,847
Permanent virements	164	0	0	0	0	164
Manpower adjustments	6,794	3,153	3,216	3,280	3,312	19,755
Non-pay and department specific inflation	1,433	1,371	1,401	1,436	1,449	7,090
Demographic pressures	1,029	1,029	1,029	1,029	1,029	5,145
Service Specific priorities & National policy changes	10,572	3,150	2,333	2,589	1,371	20,015
Total Pressures	19,992	8,703	7,979	8,334	7,161	52,169
<u>Savings Proposals</u>						
Corporate	(400)	(400)	(400)	(3,091)	(4,509)	(8,800)
Asset & Infrastructure	(835)	(904)	(1,734)	(867)	(264)	(4,604)
Economic Development & Corporate Services	(234)	(175)	(324)	(284)	(260)	(1,277)
Health & Social Care	(2,232)	(1,443)	(1,778)	(482)	0	(5,935)
Children & Young People	(2,558)	(832)	(289)	(131)	0	(3,810)
Customer & Communities	(602)	(502)	(387)	(455)	0	(1,946)
Finance & Regulatory Services	(1,066)	(317)	(390)	(359)	(14)	(2,146)
Human Resources	(146)	(71)	(60)	(95)	0	(372)
Total Savings	(8,073)	(4,644)	(5,362)	(5,764)	(5,047)	(28,890)
	295,757	299,816	302,433	305,003	307,117	1,510,126
Funding	295,757	299,816	302,433	305,003	307,117	1,510,126

Scottish Borders Council
Draft Financial Plan 2020/21 to 2029/30
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 28 February 2019)	171,213	214,922	386,135	(112,192)	273,943
Capital Financed from Current Revenue (CFCR)	0	0	0	0	0
Specific Grants from Scottish Government	7,446	(27,719)	(20,273)	20,273	0
Other External Grants & Contributions	16,857	1,435	18,292	(18,292)	0
Development Contributions	(8)	0	(8)	8	0
Capital Receipts	(1,427)	(400)	(1,827)	0	(1,827)
General Capital Grant	(5,616)	0	(5,616)	0	(5,616)
Plant & Vehicle Replacement - P&V Fund	0	0	0	0	0
Synthetic Pitch Replacement Fund	358	115	473	(473)	0
Borrowing	69,332	17,815	87,147	0	87,147
Total Funding Adjustments	86,942	(8,754)	78,188	1,516	79,704
Funding	258,155	206,168	464,323	(110,676)	353,647
Investment Proposals					
Asset & Infrastructure	111,437	98,247	209,684	(67,794)	141,890
Economic Development & Corporate Services	28,665	12,789	41,454	(21,633)	19,821
Health & Social Care	25,287	826	26,113	(4,396)	21,717
Children & Young People	89,457	89,728	179,185	(16,853)	162,332
Customer & Communities	0	0	0	0	0
Finance and Regulatory Services	3,309	4,578	7,887	0	7,887
Human Resources	0	0	0	0	0
Total Investment	258,155	206,168	464,323	(110,676)	353,647
Funding	258,155	206,168	464,323	(110,676)	353,647

Scottish Borders Council
Draft Financial Plan 2020/21 to 2024/25
Service Level Summary

	2020/21 £'000	2021/22 (Provisional) £'000	2022/23 (Provisional) £'000	2023/24 (Provisional) £'000	2024/25 (Provisional) £'000	Total £'000	Capital Investment (10 years)
Corporate	(1,040)	(1,440)	(1,840)	(4,931)	(9,440)	(18,691)	0
Asset & Infrastructure	41,732	41,767	40,478	40,267	41,140	205,384	209,684
Economic Development & Corporate Services	8,583	8,511	8,262	8,086	7,937	41,379	41,454
Health & Social Care	61,348	63,310	64,886	67,441	69,956	326,941	26,113
Children & Young People	122,859	125,318	127,058	128,998	131,025	635,258	179,185
Customer & Communities	19,617	19,474	19,383	19,136	19,441	97,051	0
Finance and Regulatory Services	36,321	36,552	37,881	39,714	40,703	191,171	7,887
Human Resources	6,337	6,324	6,325	6,292	6,355	31,633	0
Total	295,757	299,816	302,433	305,003	307,117	1,510,126	464,323

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	(1,332)	(1,040)	(1,440)	(1,840)	(4,931)
Permanent Virements	692	0	0	0	0
Revised Base Budget	(640)	(1,040)	(1,440)	(1,840)	(4,931)

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Total Pressures		0	0	0	0	0	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(400)	(400)	(400)	0	0	
Fit for 2024	0	0	0	0	(3,091)	0	At this stage a further saving of £3m has been identified as a corporate target which will be allocated to services once proposals are developed.
Further transformation (year 5)	0	0	0	0	0	(4,509)	This saving reflects the fact that further transformation in service delivery models, management structures, business processes, the use of new technology will be reequired once Fit for 2024 is fully delivered in response to the on-going changing needs of the Borders population.
Total Savings		(400)	(400)	(400)	(3,091)	(4,509)	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	(1,040)	(1,440)	(1,840)	(4,931)	(9,440)

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Land & Property Infrastructure	22,522	19,697	42,219	(605)	41,614	Capital works on the Council estate including parks and play facilities, encompassing structural, energy efficiency, Health & Safety works, improvements and upgrades
Roads & Transport Infrastructure	28,484	55,156	83,640	(14)	83,626	Encompasses the Roads, Bridges and Lighting blocks and a number of other infrastructure projects
Cycling, Walking & Safer Streets	621	1,711	2,332	(2,332)	0	Specific SG funding to encourage walking and cycling, especially to schools and to connect communities
Peebles Bridge		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	1,912	3,570	5,482	(3,750)	1,732	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	49,370	380	49,750	(39,243)	10,507	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	2,528	373	2,901	(550)	2,351	Investment in Easter Langlee Community Recycling Centre, leachate Management and cell works at closed landfill sites
Waste Collection Vehicles (Non P&V)		1,200	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		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	111,437	98,247	209,684	(67,794)	141,890	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	31,319	41,732	41,767	40,478	40,267
Permanent Virements	7,702	0	0	0	0
Revised Base Budget	39,021	41,732	41,767	40,478	40,267

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		359	65	151	(373)	22	
Manpower adjustments	24,533	809	471	481	490	498	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	3,919	451	373	379	388	390	To allow for anticipated inflationary increases
Property Maintenance Fund Inflation	2,583	52	53	54	55	56	To allow for anticipated inflationary increases of materials and works associated with maintaining the Council estate
Roads Investment	7,936	1,079	(197)	(797)	(85)	0	Investment in road network over 3 year period
Catering (Food) Inflation	1,658	99	36	36	37	38	Estimated inflationary price increase of food costs
Sanitary products in public bodies	37	10	0	0	0	0	As per SG Settlement
Winter Maintenance (Salt) Inflation	854	17	17	18	18	18	Estimated inflationary price increase of salt costs
Aggregates & Bitumen Inflation	592	12	12	12	13	13	Estimated inflationary price increase of bitumen and aggregates
Vehicle Spare Parts Inflation	574	13	13	13	13	0	Estimated inflationary price increase of spare parts
Residual Waste Contract Inflation	4,711	94	96	98	100	102	Estimated inflationary price increase of contract
Burial Income	(797)	90	0	0	0	0	Address permanent burial income pressure to reflect reduced usage of the service
Residual Waste Contract	4,711	461	0	0	0	0	Bring base budget up to 2019/20 contract price
Total Pressures		3,546	939	445	656	1,137	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(266)	(49)	(49)	(49)	(49)	
Energy Efficiency Project	2,217	0	(100)	(75)	(50)	(95)	£103k savings in 2020/21 already approved as part of the 2019/20 plan. Spend to save investments in a range of energy efficiency measures designed to reduce our Carbon Footprint and make cashable savings
More efficient property and asset portfolio & implementation of Corporate Landlord	17,810	147	(201)	(110)	(100)	(120)	Reprofiling of savings resulting from property rationalisation and implementing the Corporate Landlord model across the Council. There may be an FTE impact. Number to be confirmed and any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Property Management - Saving in Rates, from appeals	6,215	(236)	0	0	0	0	Permanent reduction in rates budgets from successful rates appeals in 2019/20
Property Management - Income	0	(15)	0	0	0	0	Revenue generation from Feed in Tariff (FIT) and Renewable Heat Incentive (RHI) schemes

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Cleaning & Facilities - Restructure	230	(51)	0	0	0	0	Structural changes within cleaning services. There may be a FTE impact. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Catering Services - Removal of external catering facilities at High Schools	48	(24)	0	0	0	0	Removal of 2 catering vans in playgrounds, which are used as additional serveries, but are hired units, no impact on sales expected.
Roads - Events	0	(25)	0	0	0	0	Charging for commercial events, not community events/festivals
Waste Management - Operational Efficiencies	3,839	(50)	0	0	0	0	Operational efficiencies within waste services. There may be an FTE impact. Number to be confirmed and any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Waste Management - Holiday Lets	0	(40)	0	0	0	0	Charging 'Holiday Lets' and 'Self Catering Accommodation' for the collection and disposal in line with legislation. This is application of existing legislation in a consistent basis and was implemented mid way through 2019/20.
Property savings	1,121	(14)	(14)	(96)	(14)	0	Further efficiencies from Corporate Landlord through improved processes, purchasing and use of Technology Forge. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Facilities Management savings	4,616	(61)	(140)	(183)	(183)	0	Service reviews over the next 4 years within the Catering and Cleaning teams. The review of the service will focus on management structures, working practices and where appropriate automation in Cleaning. Catering provision will be reviewed to ensure we maximise opportunities from our contracts. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Asset and Infrastructure

Property Management, Facilities, Roads & Infrastructure, Parks & Environment and Waste Management

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Parks & Environment	4,165	(50)	(150)	(211)	(100)	0	Service reviews over the next 4 years within the Parks & Environment team. The reviews will focus on staffing levels, working patterns and review options for more efficient service delivery and working more effectively with local communities to encourage biodiversity and minimise our carbon footprint. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Roads & Infrastructure	7,060	0	(200)	(500)	(167)	0	Service reviews over the next 4 years within the Roads and Infrastructure team. Opportunities for examining new ways of working will be explored along with the more efficient use of the Council's fleet and income generation opportunities. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Waste Management	8,682	(75)	(65)	(310)	(180)	0	Service reviews over the next 4 years within the Waste Management team. Review and implement new legislation including Deposit Return Scheme and Extended Producer Responsibility obligations. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Passenger Transport	1,827	(75)	15	(200)	(24)	0	Service reviews over the next 4 years including structural changes, process reviews and a change in approach to bus contract tender renewals. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(835)	(904)	(1,734)	(867)	(264)	
Revenue Closing Position		2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	
Base Budget 2020/21		41,732	41,767	40,478	40,267	41,140	

Economic Development & Corporate Services

Planning, Audit & Risk, Corporate Policy, Economic Development, Emergency Planning, Business Planning Performance & Policy Development

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Est. SBC Contribution
Great Tapestry of Scotland - Building	2,898	0	2,898	0	2,898	Building to house the Great Tapestry of Scotland
Town Centre Regeneration	1,482	700	2,182	0	2,182	To support the outcome of the Locality/Town review work, including development of new Conservation Areas Regeneration Schemes
Borders Innovation Park	17,685	1,950	19,635	(14,900)	4,735	To support the development of necessary infrastructure to maximise inward investment and the future growth of the Scottish Borders economy
Hawick Regeneration	2,085	0	2,085	(2,085)	0	To support the regeneration of Hawick
Newtown St Boswells Regeneration	223	176	399	0	399	Development phase for the village centre regeneration
Sports Infrastructure	2,058	6,463	8,521	(4,648)	3,873	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	884	0	884	0	884	Public Halls upgrades, and planned demolition work in relation to the former Cross Keys public house
Private Sector Housing Grant	1,350	3,500	4,850	0	4,850	Grant funding to assist the provision of major adaptations to Private Sector housing following a needs and priority assessment by Social Work
Total Investment	28,665	12,789	41,454	(21,633)	19,821	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	8,718	8,583	8,511	8,262	8,086
Permanent Virements	11	0	0	0	0
Revised Base Budget	8,729	8,583	8,511	8,262	8,086

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(93)	0	(32)	0	0	
Manpower adjustments	4,912	163	102	106	107	110	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	41	1	1	1	1	1	To allow for anticipated inflationary increases
50% (0.5FTE) Disability Sports Officer Post	0	17	0	0	0	0	50:50 funding arrangement with Live Borders who will employ officer
Total Pressures		88	103	75	108	111	

Economic Development & Corporate Services

Planning, Audit & Risk, Corporate Policy, Economic Development, Emergency Planning, Business Planning Performance & Policy Development

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(70)	(166)	(10)	(10)	(10)	
Economic Development	55	(40)	0	0	0	0	Closure of the Scottish Borders Business Grant Scheme
Business Planning	501	(20)	0	0	0	0	Process improvement and greater use of technology
Additional Fees & Charges Income	(25)	(8)					Extra income from higher Fees & Charges which have been increased in line with inflation.
Planning Services - South East Scotland Planning Authority (SESPlan)	50	(50)	0	0	0	0	The purpose of this budget was to fund the staff resource and associated work programmes required to deliver SESPlan. The new Planning Act removes this statutory requirement and replaces it with a more informal provision for local authorities to either prepare, or work together, to prepare a Regional Spatial Strategy (RSS).
Planning Services - Additional Income Opportunities	(25)	(15)	0	0	0	0	Discretionary spend savings and new Fee for processing footway crossing applications for driveways and other accesses onto public roads that don't need planning consent. Increase in fees for the Pre-application Advice Service.
Audit & Risk - Shared Service Opportunity	43	(22)	0	0	0	0	Shared resource with other Local Authority
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	5,553	0	0	(251)	(246)	(250)	The previously agreed 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. A further agreement will be required for the following period from 2022/23.
Planning	2,693	(9)	(9)	(63)	(9)	0	Service reviews over the next 4 years including process, technology and structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Audit & Risk	373	0	0	0	(19)	0	Service review in 2023/24 including structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(234)	(175)	(324)	(284)	(260)	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	8,583	8,511	8,262	8,086	7,937

Health and Social Care

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

Capital Investment	3 year operational £'000s	7 year strategic £'000s	TOTAL	Est External Funding	Est. SBC Contribution	Detail
Care Inspectorate Requirements (Older People)	166	426	592	0	592	Residential Care Home works in order to deliver specific recommendations identified within the Care Inspectorate inspections.
Residential Care Accommodation Replacement	18,500	0	18,500	0	18,500	Two new proposed Residential Care Homes.
Technology Enabled Care	560	400	960	0	960	Investment in Technology Enabled Care to support individuals to remain independent and healthy.
Residential Care Accommodation Upgrades	1,515	0	1,515	0	1,515	Residential Care Accommodation upgrades
Extra Care Housing	4,546	0	4,546	(4,396)	150	Investment in partnership with Registered Social Landlords (RSL) to create Extra Care Housing.
Total Investment	25,287	826	26,113	(4,396)	21,717	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	59,369	61,348	63,310	64,886	67,441
Permanent Virements	55	0	0	0	0
Revised Base Budget	59,424	61,348	63,310	64,886	67,441

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		3	0	0	0	0	
Manpower adjustments	9,810	776	459	468	476	486	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%.
Non-pay inflation	82	2	2	2	2	2	To allow for anticipated inflationary increases.
Borders Care & Repair Contract	317	6	0	1	1	2	To allow for small inflationary increases to external contracts.
Older People demographic increases	14,326	529	529	529	529	529	Forecast additional cost of increasing numbers of Older People 65-74 and 74+.
Increased young adults with learning / physical disabilities / mental health	20,200	500	500	500	500	500	Forecast additional cost of increasing numbers of young adults in transition from Children's to Adult Services.
COSLA Residential Care Home Contract (Older People)	9,653	340	350	362	375	388	Increase COSLA Care Home Contract by 3.5% p.a.
Extra Care Housing (ECH) - Dementia Unit Running Costs	1,281	0	0	550	550	0	Costs for ECH Dementia Unit per June 2018 report to Executive.
Extra Care Housing Developments (Todlaw, Duns) - Running costs	1,281	222	158	0	0	0	Net running costs associated with new ECH developments at Todlaw, Duns, in line with capital plan and current care provision assumptions (planned opening Sep 2020).
Extra Care Housing Developments (Langhaugh, Galashiels) - Running costs	1,281	82	412	0	0	0	Net running costs associated with new ECH developments at Langhaugh, Galashiels, in line with capital plan and current care provision assumptions (planned opening Feb 2021).

Health and Social Care

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

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Extra Care Housing Developments (Kelso) - Running costs	1,281	0	76	302	0	0	Net running costs associated with new ECH developments at Kelso, in line with capital plan and current care provision assumptions (planned opening Feb 2022).
Extra Care Housing Developments (Eyemouth) - Running costs	1,281	80	320	0	0	0	Net running costs associated with new ECH developments at Eyemouth, in line with capital plan and current care provision assumptions (planned opening Feb 2021).
Additional dementia care (Queens House)	13,344	7	7	8	8	8	Additional dementia beds in Queens House commissioned for 5 years.
Appropriate Adult	0	21	0	0	0	0	As per SG Settlement
Free Personal Care	0	577	0	0	0	0	As per SG Settlement
Criminal Justice	1,177	76	0	0	0	0	As per SG Settlement
Carers Act extension	553	12	0	0	0	0	As per SG Settlement
Safer Communities	99	99	23	(10)	0	0	Mainstreaming of Domestic Abuse Service from July 2020 on cessation of external funding. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Prepayment Cards - Self Directed Support	5,260	74	(55)	(15)	(4)	0	Implementation of alternative payment process for Direct Payments for Self Directed Support clients.
Shared Lives (LD)	13,484	0	124	57	0	0	Investment required for Shared Lives programme
Single Handed Care Proposal	5,887	150	(100)	0	0	0	Investment required for Single Handed Care savings Proposal.
Scottish Living Wage	0	600	600	600	600	600	Current rate increased by £0.30 in Scottish Living Wage paid by care providers to staff from 2020/21. £0.30 increase assumed annually thereafter.
Total Pressures		4,156	3,405	3,354	3,037	2,515	

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		198	0	0	0	0	
Review of Financial Assessment Policy	361	(194)	0	0	0	0	Increase Taper Rate from 65% to 100%, applied to Financial Assessments. This will require formal approval as part of the Council's Charging Policy.
Bordercare Alarms	310	(75)	0	0	0	0	Additional income projected, with full year effect of increased demand in previous years.
Bordercare Alarms (Inflationary increase)	310	(10)	0	0	0	0	Increase weekly charge of Bordercare Alarms from £4.50 to £4.65.
Better use of Fleet Vehicles	296	(30)	(45)	(45)	(45)	0	Wider roll out of fleet vehicles by SB Cares' staff.

Health and Social Care

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Review of Care Packages (Older People and Learning Disability)	6,833	(300)	(60)	(30)	0	0	Robust reviewing of Care Packages. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Single Handed Care Proposal (Older People)	5,887	(250)	(50)	0	0	0	More efficient staffing model, supplemented by use of equipment. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Care Home Sleepover	1,971	(203)	0	0	0	0	Review the skill mix of staffing within Care Homes.
Review of Day Care Services (Learning Disability)	1,710	(70)	(150)	0	0	0	Review and re-provide for client needs, as appropriate. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Reablement of Homecare	5,886	(150)	(572)	(591)	(337)	0	Review of Homecare provision and expansion of reablement model. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Review of structures within Adult Social Care	678	(150)	0	0	0	0	Consideration of management structures following the re-integration of SB Cares. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Trusted Assessment (Older People and Learning Disability)	6,128	(50)	(50)	0	0	0	Introduction and roll out of Trusted Assessment Model. There will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Health and Social Care

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Discharge Hub	1,156	(16)	0	0	0	0	Review of the Discharge Hub. There will be an FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Complex Care (Learning Disability)	13,484	0	(100)	(100)	0	0	Service redesign; repatriation of clients.
Direct Payment Recoupment	5,260	(250)	250	0	0	0	Reduce the contingency of funding held by clients from 8 weeks to 4 weeks.
What Matters Hubs	0	(50)	0	0	0	0	Extended use of What Matters Hubs, should generate savings across services through enhanced use of community activities and the Third Sector. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Locality Working (Older People and Learning Disability)	2,722	0	0	(150)	0	0	Roll out of the Locality Model of working. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Shared Lives	13,484	(202)	(566)	(662)	0	0	Commissioning of Shared Lives Service.
Performance reporting	4,600	(230)	0	0	0	0	Managing performance in contracts.
Private Provider efficiencies (Older People and Learning Disability)	1,771	(200)	0	0	0	0	Work with Private Providers to consider efficiencies.
Residential Care Retendering	5,428	0	(100)	(200)	(100)	0	Review of delivery arrangements for Residential Care to ensure the service delivery model provides best value. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(2,232)	(1,443)	(1,778)	(482)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	61,348	63,310	64,886	67,441	69,956

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	15,400	0	15,400	0	15,400	Projected construction costs of new Primary School at Eyemouth
Earlston Primary School	4,987	4,388	9,375	0	9,375	Projected construction costs of new Primary School at Earlston
Gala Academy	27,400	23,400	50,800	0	50,800	Projected construction costs of new High School in Galashiels
Early Years Expansion	5,853	0	5,853	(5,853)	0	SG-funded Capital requirement to fund next stage of ELC expansion to 1140 hours
Jedburgh Learning Campus incorporating 3G Pitch	499	0	499	0	499	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	0	48,400	48,400	0	48,400	Projected construction costs of new High School in Hawick
Peebles High School	29,000	1,000	30,000	(10,000)	20,000	£10m insurance contribution to a new Peebles High School with an estimated cost of £30m
School Estate Block	6,318	12,540	18,858	(1,000)	17,858	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
Total Investment	89,457	89,728	179,185	(16,853)	162,332	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	123,000	122,859	125,318	127,058	128,998
Permanent Virements	(8,366)	0	0	0	0
Revised Base Budget	114,634	122,859	125,318	127,058	128,998

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(430)	50	51	52	0	
Manpower adjustments	73,696	4,320	1,657	1,691	1,725	1,725	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	6,173	4	5	5	5	4	To allow for anticipated inflationary increases
Pupil Equity Fund	0	1,762	0	0	0	0	Continuation of Pupil Equity Fund
Additional Support for Learning	0	315	0	0	0	0	As per SG settlement
Unitary Charge Public-Private Partnership (PPP) Schools	9,120	255	263	270	277	285	Contractual inflationary increase required for the 3 High Schools built with PPP funding. RPI rate of 3.2%.
Kelso High School DBFM Unitary Charge	0	12	12	12	12	13	SBC Contribution Indexed Annually
Early Learning & Childcare expansion	6,689	4,493	1,304	0	0	0	Specific grant as per SG settlement
Access to Counsellors through Schools	263	77	0	0	0	0	Additional Incremental funding from Scottish Government 20/21
Whole System Approach	25	(25)	0	0	0	0	Per SG Settlement - 18/19 and 19/20 only - removed in 20/21.
Total Pressures		10,783	3,291	2,029	2,071	2,027	

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(857)	(6)	(31)	(6)	0	
Inspire Learning	(93)	(78)	(81)	0	0	0	Efficiencies within CYP arising from Inspire Learning
School Estate Review	0	(53)	0	0	0	0	FYE of saving from closure of St Margaret's PS, Hawick in 18/19.
Remove 0.5 FTE Teacher Vacancy	5,913	(26)	0	0	0	0	0.5FTE Additional Support Needs post has been vacant for some time and is not required in current form. No staffing impact given vacancy.
C&FSW External Placements	5,671	326	0	0	0	0	Reinstate budget as a result of undeliverable 19/20 saving target .
Reduction in grants to providers of Out of School care, professional learning, etc.	311	(60)	0	0	0	0	Reduction / Cessation in support to Childcare and Workforce Development services within EY partnership.
Reduce each Early Years Centre by £3k	34	(12)	0	0	0	0	4 EY centres - total budget £125k - each centre receives £8k for materials - propose to reduce to £5k for each.
Removing 2 core grants to provider associations	124	(39)	0	0	0	0	SCMA, EY Scotland - assumes that SBC will then take responsibility for roles currently undertaken by Development Officers grants currently fund.
Renegotiate contract and reduction in resources budget	22	(2)	0	0	0	0	Resolve contract currently biennial - move to annual and reduce resources budget by 5%
More efficient planning of Transport for Additional Support Needs	1,390	(50)	0	0	0	0	Further combination of routes to enable greater efficiency. There may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Learning Communities	20	(20)	0	0	0	0	Remove remaining £20k LC budget - previously, £20k reduction given up. Schools now organised on a cluster basis.
Removal of central catering budget	12	(12)	0	0	0	0	No longer provide catering at events, workshops, training and professional development sessions. Under Scottish Negotiating Committee for Teachers i.e. Teacher Terms and Conditions, subsistence expenses reasonably incurred by teachers would still need to be reimbursed.
Remove general Central Schools budget	2,996	(67)	0	0	0	0	Budget uncommitted.

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Primary and Secondary Schools Implementation of Revised DSM Scheme in August 2020	55,308	(1,029)	(529)	0	0	0	New allocation methodology within revised DSM Scheme. This new scheme will likely result in reduced allocation relating to promoted posts. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Central Schools	2,996	(156)	(150)	(125)	(125)	0	Review of Central Schools, Management Structures and School Estate Rationalisation. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
School Transport	3,754	(312)	0	(133)	0	0	Revised delivery arrangements following Transport pilot project. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Educational Psychology	524	0	(27)	0	0	0	Targeted efficiencies to be delivered from reviews of Educational Psychology. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Community Learning & Development	977	(111)	(39)	0	0	0	Targeted efficiencies to be delivered from the 'Communities Development Review' workstream within Fit for 2024. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(2,558)	(832)	(289)	(131)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	122,859	125,318	127,058	128,998	131,025

Customer & Communities

Business Support, 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 and Assessors.

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	20,269	19,617	19,474	19,383	19,136
Permanent Virements	(499)	0	0	0	0
Revised Base Budget	19,770	19,617	19,474	19,383	19,136

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(445)	0	90	(90)	0	
Manpower adjustments	12,930	389	278	284	288	296	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%.
Non-pay inflation	571	6	8	8	8	7	To allow for anticipated inflationary increases.
Contract Inflation	217	2	2	2	2	2	To allow for small inflationary increases to external contracts.
Rapid Rehousing funded by Scottish Government	0	162	0	(162)	0	0	Provided as part of SG Settlement.
Customer Advice & Support Services	150	0	51	74	0	0	Pressure on National Non Domestic Rates.
Assessors - Barclay Implementation	0	150	20	0	0	0	As per SG Settlement.
Temporary Accommodation	(29,317)	185	0	0	0	0	Housing Benefit management fee funding per SG Settlement.
Total Pressures		449	359	296	208	305	

Customer & Communities

Business Support, 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 and Assessors.

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		25	0	0	0	0	
Fees & Charges	(174)	(17)	0	0	0	0	Additional income from higher Fees & Charges, which have been increased in line with inflation.
Digital Customer Access (DCA) savings	1,506	(100)	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. Likely leading to 4 FTE. The service will try to manage the reduction in FTE through natural attrition and the use of temporary contract where possible. Any actual staff impact will be managed through the appropriate HR policies and procedures.
Business Support and Business Change	6,520	(105)	0	0	0	0	Process improvement and greater use of technology.
Housing Benefits overpayment	0	(185)	0	0	0	0	Income from Housing Benefit Overpayment recovery and auto offset.
Assessors & Electoral Registration Services	227	(2)	(17)	0	0	0	Structural review as a result of legislative change - Canvass Reform for Electoral Registration. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Assessors & Electoral Registration Services	274	0	(38)	(12)	(12)	0	Fit for 2024 review of the service - Valuation Roll (non-domestic rates), Council Tax Valuations & Electoral Registration. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Progress the rollout of digital services across the Council	4,064	(136)	(88)	(23)	(94)	0	Continued delivery of efficiencies through development of on-line services. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.

Customer & Communities

Business Support, 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 and Assessors.

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
A re-designed operating model across Business Support and Customer Advice & Support Services	5,355	(50)	(320)	(320)	(328)	0	Carry out a Fit for 2024 review of these services to look at opportunities to combine/consolidate resources. This will involve a standardised, streamlined process across the organisation, as well as a dependency on the property rationalisation programme. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
A review of community capacity/development resources across the Council	902	(32)	(39)	(32)	(21)	0	Carry out a Fit for 2024 review of the resources across the organisation that have a role in community development or community capacity building and review arrangement with external bodies. FF24 principles may be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(602)	(502)	(387)	(455)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	19,617	19,474	19,383	19,136	19,441

Finance and Regulatory Services

Chief Executive, Finance, Information Technology, Loan Charges, Legal & Protective Services

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	1,246	1,119	2,365	0	2,365	IT replacements, upgrades and transformation across the Council
Inspire Learning	993	1,149	2,142	0	2,142	Remaining Capital Requirement of Inspire Learning Programme
IT Projects - pre CGI Contract	110	0	110	0	110	IT equipment relating to technology related change in the services
Emergency & Unplanned	720	1,750	2,470	0	2,470	Budget to deliver emergency works in year
Total Investment	3,309	4,578	7,887	0	7,887	

Revenue Opening Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	36,589	36,321	36,552	37,881	39,714
Permanent Virements	(300)	0	0	0	0
Revised Base Budget	36,289	36,321	36,552	37,881	39,714

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		55	0	0	0	0	
Manpower adjustments	5,776	228	128	125	132	134	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Non-pay inflation	1,163	26	27	27	28	28	To allow for anticipated inflationary increases
IT costs per previously agreed contract	7,115	17	16	(40)	15	204	IT Financial Model at December 2019
Loans Charges to provide for capital	19,261	347	293	1,383	2,160	769	Revenue cost of capital borrowing for new projects
Inspire Learning Service Costs	353	17	7	72	(28)	(40)	Reprofiling of service costs.
Inspire Learning Loans Charges	307	103	10	28	112	(111)	Reprofiling of Loans Charges.
Inspire Learning Operating Leases	613	301	67	124	(227)	19	Loans Charges, Leasing, Service Costs net of Efficiencies (Refresh).
Personal License Holder	0	4	0	0	0	0	As per SG Settlement
Total Pressures		1,098	548	1,719	2,192	1,003	

Finance and Regulatory Services

Chief Executive, Finance, Information Technology, Loan Charges, Legal & Protective Services

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(143)	0	0	0	0	
Protective Services - Shared Service Opportunity	1,658	(28)	0	0	0	0	Shared resource with other Local Authority
Additional Fees & Charges Income across Regulatory Services	(153)	(14)	(14)	(14)	(14)	(14)	Extra income from higher Fees & Charges which have been increased in line with inflation.
Finance savings	2,564	(125)	(125)	(125)	(125)	0	Service reviews over the next 4 years within the Finance team including structural changes as opportunities arise supported by People Plan. FF24 principles will be applied and there will be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
IT savings	7,115	(150)	(100)	(100)	(100)	0	Reviews will be carried out including elements of the CGI contract to ensure contract remains fit for purpose and operates as efficiently as possible.
Loans Charges	19,261	(600)	(25)	(25)	(25)	0	Full delivery of project already underway as part of the 2019/20 Fit for 2024 programme to review the loans fund to ensure that the statutory repayment of debt is linked more closely to the life of assets which have previously been financed through borrowing
Legal Services	1,035	(6)	(34)	(40)	(9)	0	Review of processes within the service to improve efficiency. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Protective Services	1,658	0	(19)	(86)	(86)	0	Transform the service using technology which will assist in streamlining processes and in turn improve efficiency. Changes to charging regime for Private Water Supplies. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(1,066)	(317)	(390)	(359)	(14)	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	36,321	36,552	37,881	39,714	40,703

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	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget (approved 28 February 2019)	5,906	6,337	6,324	6,325	6,292
Permanent Virements	869	0	0	0	0
Revised Base Budget	6,775	6,337	6,324	6,325	6,292

Budget Pressures	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Pressures previously approved in February 2019		(400)	0	0	0	0	
Manpower adjustments	2,643	108	58	61	62	63	To provide for latest SG pay negotiations at 3%, 2%, 2%, 2%, 2%
Total Pressures		(292)	58	61	62	63	

Human Resources

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

Savings Proposals	Base Budget £'000s	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	Detail
Savings previously approved in February 2019		(5)	0	0	0	0	
HR	527	(129)	(20)	(20)	(83)	0	Service reviews over the next 4 years within the Human Resources team including structural changes as a result of process reviews. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Communications & Marketing	484	(7)	(46)	(7)	(7)	0	Structural and process re-engineering review and income generation opportunities. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Employment Support Service	344	(5)	(5)	(33)	(5)	0	Structural and process re-engineering review. FF24 principles will be applied and there may be a FTE impact. Number to be confirmed. Any reduction in posts will be managed through natural attrition, vacancy management and the management of temporary contracts. Any actual staff impact will be managed through the appropriate application of HR policies and procedures.
Total Savings		(146)	(71)	(60)	(95)	0	

Revenue Closing Position	2020/21 £'000s	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s
Base Budget 2020/21	6,337	6,324	6,325	6,292	6,355

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	CAPITAL INVESTMENT PROPOSALS	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
	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	0	0	0	0	300	300	0	0	0	300	300	1,200	1,200	(1,200)	0
	Flood & Coastal Protection															
Block	Flood Studies	600	350	350	1,300	350	350	350	350	350	350	350	2,450	3,750	(3,750)	0
Block	General Flood Protection Block	292	160	160	612	160	160	160	160	160	160	160	1,120	1,732	0	1,732
	Hawick Flood Protection	18,603	20,571	10,196	49,370	215	165	0	0	0	0	0	380	49,750	(39,243)	10,507
	Land and Property Infrastructure															
Block	Asset Rationalisation & Demolition	1,865	2,750	1,382	5,997	0	0	0	0	0	0	0	0	5,997	0	5,997
	Coldstream Cemetery Development	628	0	0	628	0	0	0	0	0	0	0	0	628	0	628
Block	Cemetery Land Acquisition & Development	0	859	420	1,279	0	150	0	334	649	0	0	1,133	2,412	0	2,412
	Jedburgh High Street Building	984	511	400	1,895	0	0	0	0	0	0	0	0	1,895	(405)	1,490
Block	Building Upgrades	847	584	624	2,055	624	624	624	624	624	624	624	4,368	6,423	0	6,423
Block	Cleaning Equipment Replacement Block	46	50	50	146	50	50	50	50	50	50	50	350	496	0	496
Block	Commercial Property Upgrades	66	40	40	146	40	40	40	40	40	40	40	280	426	0	426
Block	Contaminated Land Block	18	93	93	204	42	42	42	42	42	42	42	294	498	0	498
	Public Conveniences	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Block	Energy Efficiency Works	3,418	1,045	1,045	5,508	1,045	1,045	1,045	1,045	1,045	1,045	1,045	7,315	12,823	0	12,823
Block	Health and Safety Works	682	585	585	1,852	585	585	585	585	585	585	585	4,095	5,947	0	5,947
Block	Outdoor Community Spaces	1,344	640	828	2,812	508	510	511	111	111	111	0	1,862	4,674	(200)	4,474
	Road & Transport Infrastructure															
	A72 Dirtpot Corner - Road Safety Works	20	0	0	20	0	0	0	0	0	0	0	0	20	0	20
Block	Accident Investigation Prevention Schemes Block	40	40	40	120	40	40	40	40	40	40	40	280	400	0	400
Block	Cycling Walking & Safer Streets	189	211	221	621	232	244	247	247	247	247	247	1,711	2,332	(2,332)	0
	Engineering Minor Works	14	0	0	14	0	0	0	0	0	0	0	0	14	(14)	0
	Galashiels Developments	45	0	0	45	0	0	0	0	0	0	0	0	45	0	45
Block	Lighting Asset Management Plan	160	160	160	480	160	160	160	160	160	160	160	1,120	1,600	0	1,600
	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	1,740	0	0	0	0	0	1,740	1,740	(100)	1,640
Block	Roads & Bridges -inc. RAMP, Winter Damage & Slopes	7,660	7,660	11,615	26,935	10,160	6,592	7,364	7,410	7,410	7,410	7,410	53,756	80,691	0	80,691
	Street Lighting Energy Efficiency Project	170	0	0	170	0	0	0	0	0	0	0	0	170	0	170
	Union Chain Bridge	700	0	0	700	0	0	0	0	0	0	0	0	700	0	700

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	CAPITAL INVESTMENT PROPOSALS	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £'000	Specific Project Funding	Net cost to SBC Capital
	Waste Management															
	Easter Langlee Cell Provision	158	0	0	158	0	0	0	0	0	0	0	0	158	(158)	0
	Easter Langlee Leachate Management Facility	392	0	0	392	0	0	0	0	0	0	0	0	392	(392)	0
	Easter Langlee Community Recycling Centre	0	0	1,800	1,800	0	0	0	0	0	0	0	0	1,800	0	1,800
	Closed Landfill Site - Health & Safety Works	30	0	0	30	0	0	0	0	0	0	0	0	30	0	30
	Waste Containers	48	50	50	148	51	53	53	54	54	54	54	373	521	0	521
	Corporate															
Block	ICT - Outwith CGI Scope	80	80	80	240	80	80	80	80	80	80	80	560	800	0	800
	ICT Transformation	857	222	167	1,246	139	113	167	434	136	80	50	1,119	2,365	0	2,365
	IT Projects - pre CGI Contract	110	0	0	110	0	0	0	0	0	0	0	0	110	0	110
	Inspire Learning	834	48	111	993	683	128	65	143	65	65	0	1,149	2,142	0	2,142
	Learning Estate															
	Eyemouth Primary School	7,600	7,400	400	15,400	0	0	0	0	0	0	0	0	15,400	0	15,400
	Earlston Primary School	375	450	4,162	4,987	4,163	225	0	0	0	0	0	4,388	9,375	0	9,375
	Gala Academy	1,500	2,500	23,400	27,400	23,400	0	0	0	0	0	0	23,400	50,800	0	50,800
	Early Years Expansion	5,853	0	0	5,853	0	0	0	0	0	0	0	0	5,853	(5,853)	0
	Jedburgh Learning Campus	499	0	0	499	0	0	0	0	0	0	0	0	499	0	499
	New Hawick High School	0	0	0	0	1,500	2,500	22,200	22,200	0	0	0	48,400	48,400	0	48,400
	Peebles High School	2,000	15,000	12,000	29,000	1,000	0	0	0	0	0	0	1,000	30,000	(10,000)	20,000
Block	Learning Estate Block	2,718	1,800	1,800	6,318	1,800	1,790	1,790	1,790	1,790	1,790	1,790	12,540	18,858	(1,000)	17,858
	Sports Infrastructure															
Block	Culture & Sports Trusts - Plant & Services	409	290	290	989	290	290	290	290	290	290	290	2,030	3,019	0	3,019
	Synthetic Pitch Replacement Fund	376	153	358	887	369	380	1,792	473	473	473	473	4,433	5,320	(4,648)	672
	Melrose 3G Pitch	27	0	0	27	0	0	0	0	0	0	0	0	27	0	27
	Floodlighting	155	0	0	155	0	0	0	0	0	0	0	0	155	0	155
	Culture & Heritage															
Block	Public Halls Upgrades	225	99	0	324	0	0	0	0	0	0	0	0	324	0	324
	Sir Walter Scott Courthouse - Phase 2	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500
	Trimontium, Melrose	60	0	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	2,898	0	0	2,898	0	0	0	0	0	0	0	0	2,898	0	2,898
	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	10,076	5,659	1,950	17,685	1,950	0	0	0	0	0	0	1,950	19,635	(14,900)	4,735
	Newtown St Boswells Regeneration	55	84	84	223	120	56	0	0	0	0	0	176	399	0	399
	Eyemouth Regeneration	548	0	0	548	0	0	0	0	0	0	0	0	548	0	548
	Hawick Regeneration	1,596	489	0	2,085	0	0	0	0	0	0	0	0	2,085	(2,085)	0
	Galashiels Town Centre Regeneration	634	0	0	634	0	0	0	0	0	0	0	0	634	0	634
	Housing Strategy & Services															
	Private Sector Housing Grant - Adaptations	450	450	450	1,350	500	500	500	500	500	500	500	3,500	4,850	0	4,850
	Social Care Infrastructure															
Block	Care Inspectorate Requirements & Upgrades	54	55	57	166	58	59	61	62	62	62	62	426	592	0	592
	Residential Care Home - Hawick	500	7,000	1,000	8,500	0	0	0	0	0	0	0	0	8,500	0	8,500
	Residential Care Home - Central Borders	500	3,000	6,500	10,000	0	0	0	0	0	0	0	0	10,000	0	10,000
	Extra Care Housing:															
	Langhaugh, Galashiels	1,500	0	0	1,500	0	0	0	0	0	0	0	0	1,500	(1,500)	0
	Stirches, Kelso, Eyemouth, Peebles, Waverley	1,523	1,523	0	3,046	0	0	0	0	0	0	0	0	3,046	(2,896)	150
	Technology Enabled Care	160	200	200	560	200	200	0	0	0	0	0	400	960	0	960
	Residential Care Accommodation - Upgrades	755	760	0	1,515	0	0	0	0	0	0	0	0	1,515	0	1,515
	Other															
	Emergency & Unplanned	220	250	250	720	250	250	250	250	250	250	250	1,750	2,470	0	2,470
	Total	86,266	85,971	85,918	258,155	53,164	21,521	40,566	39,574	17,313	16,908	17,122	206,168	464,323	(110,676)	353,647

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	2020/21	2021/22	2022/23	Total	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Total
	£'000	£'000	£'000	Operational	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Strategic	£000
CAPITAL FUNDING				Plan								Plan	
Specific Grants from Scottish Government													
Hawick Flood Protection	(12,829)	(14,830)	(7,745)	(35,404)	(172)	(132)	0	0	0	0	0	(304)	(35,708)
Flood Studies	(600)	(350)	(350)	(1,300)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(2,450)	(3,750)
Cycling Walking & Safer Streets	(189)	(211)	(221)	(621)	(232)	(244)	(247)	(247)	(247)	(247)	(247)	(1,711)	(2,332)
Early Years Expansion	(5,853)	0	0	(5,853)	0	0	0	0	0	0	0	0	(5,853)
Hawick Regeneration	(1,596)	(489)	0	(2,085)	0	0	0	0	0	0	0	0	(2,085)
Hawick High School SFT	0	0	0	0	0	0	0	0	0	0	0	0	0
Other External Grants & Contributions													
Hawick Flood Protection	(1,767)	(1,253)	(515)	(3,535)	0	0	0	0	0	0	0	0	(3,535)
Sir Walter Scott Courthouse - Phase 2	0	0	0	0	0	0	0	0	0	0	0	0	0
Great Tapestry of Scotland - Building	0	0	0	0	0	0	0	0	0	0	0	0	0
Borders Innovation Park	(5,341)	(5,659)	(1,950)	(12,950)	(1,950)	0	0	0	0	0	0	(1,950)	(14,900)
Outdoor Community Spaces	0	(133)	0	(133)	0	0	0	0	0	0	0	0	(133)
2nd Homes Council Tax - Extra Care Housing	(2,873)	(1,523)	0	(4,396)	0	0	0	0	0	0	0	0	(4,396)
Jedburgh Building	(405)	0	0	(405)	0	0	0	0	0	0	0	0	(405)
Landfill Provision	(550)	0	0	(550)	0	0	0	0	0	0	0	0	(550)
Peebles High School Insurance Receipt	(2,000)	(8,000)	0	(10,000)	0	0	0	0	0	0	0	0	(10,000)
Development Contributions													
Reston Station Contribution	0	0	0	0	0	(100)	0	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	(60)	(7)	0	(67)	0	0	0	0	0	0	0	0	(67)
Capital Receipts	(2,440)	(300)	(400)	(3,140)	0	0	0	0	0	0	0	0	(3,140)
General Capital Grant	(11,149)	(15,400)	(15,400)	(41,949)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(107,800)	(149,749)
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)	(153)	(358)	(875)	(369)	(380)	(1,132)	(473)	(473)	(473)	(473)	(3,773)	(4,648)

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	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total Operational Plan	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total Strategic Plan	Total £000
CAPITAL FUNDING													
Borrowing													
- General	(36,136)	(35,563)	(56,879)	(128,578)	(32,291)	(2,515)	(21,337)	(21,004)	1,257	1,962	1,748	(72,180)	(200,758)
Waste Collection Vehicles - Non P&V Fund	0	0	0	0	(300)	(300)	0	0	0	(300)	(300)	(1,200)	(1,200)
Total	(86,266)	(85,971)	(85,918)	(258,155)	(53,164)	(21,521)	(40,566)	(39,574)	(17,313)	(16,908)	(17,122)	(206,168)	(464,323)