

Public Document Pack



EXECUTIVE COMMITTEE TUESDAY, 1 DECEMBER, 2015

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 1 DECEMBER 2015 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

24 November 2015

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 1 - 4) Minute of Meeting of Executive Committee of 17 November 2015 to be approved and signed by the Chairman. (Copy attached.)	2 mins
5.	Performance Reports	
	(a) Quarterly Corporate Performance Report (Quarter 2, 2015/16) (Pages 5 - 76) Consider report by Chief Executive. (Copy attached.)	30 mins
	(b) Care and Education Placement Provisions: Data, Performance Information and Service Development Presentation and Briefing Note by the Service Director Children and Young People – to follow.	30 mins
6.	Discretionary Housing Payments - 2015/16 Performance (Pages 77 - 84) Consider report by Service Director Neighbourhood Services on Discretionary Housing Payments – 2015/16 Mid Year Performance Report. (Copy attached.)	15 mins
7.	Scottish Government Review of Nomenclature of Units for Territorial Statistics Areas (Pages 85 - 90) Consider report by Corporate Transformation & Services Director. (Copy attached.)	10 mins

8.	Corporate Transformation Progress (Pages 91 - 118) Consider report by Corporate Transformation and Services Director. (Copy attached.)	15 mins
9.	Lease Renewal of Selkirk Tennis Courts (Pages 119 - 124) Consider report on the Lease Renewal of Selkirk Tennis Courts to Selkirk Tennis Club by Service Director Commercial Services (Copy report attached.)	5 mins
10.	Lease of an Area of Stow Park (Pages 125 - 132) Consider report by Service Director Commercial Services on the Lease of an Area of Stow Park to Stow Community Park Group. (Copy report attached.)	10 mins
11.	Any Other Items Previously Circulated	
12.	Any Other Items which the Chairman Decides are Urgent	

NOTES

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

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

Please direct any enquiries to Fiona Walling Tel:- 01835 826504
Email:- fwalling@scotborders.gov.uk

**SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE**

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 17 November, 2015 at 10.00 am

Present:- Councillors D. Parker (Chairman), S. Aitchison (from para 2), S Bell, C Bhatia, M J Cook, G Edgar, J Mitchell, D Moffat, D Paterson, F Renton, R Smith.

Also Present:- Councillors J. Fullarton, I. Gillespie, G. Logan.

Apologies:- Councillors J. Brown, V. Davidson.

In Attendance:- Depute Chief Executive (People), Depute Chief Executive (Place), Chief Financial Officer, Cultural Services Manager, Democratic Services Team Leader, Democratic Services Officer (K Mason).

1. **MINUTE**

The Minute of meeting of the Executive Committee of 3 November 2015 had been circulated.

DECISION

APPROVED for signature by the Chairman.

2. **MONITORING OF THE GENERAL FUND**

There had been circulated copies of a report by the Chief Financial Officer providing budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 September 2015 and explanations of the major variances between projected outturn expenditure/income and the current approved budget. The report explained that the revenue monitoring position set out in the report was based on actual income and expenditure to 30 September 2015. All departments were projecting a balanced outturn position with management teams confident that pressures highlighted in the remainder of this report would be managed within existing departmental budgets. The management team was progressing with the programme to modernise and transform the Council. Corrective action had been identified where budgets were diverting from plan and the management team had confidence that pressures would be managed and that a balanced out turn would be delivered. Pressures evident at month 6 continued to be within out of area children's placements, higher than anticipated cost of care for Older People in Residential Care and people with Physical Disabilities and also within Neighbourhood Services for Materials, Sub-contract and Hire in the Roads service. Action was being taken by the People and Place departments to contain these pressures. At 30 September, 70% (£5.482m) of planned efficiency savings had been delivered as per the Financial Plan, with a further 12% (£0.927m) profiled to be delivered over the remainder of the financial year. Of the remaining 18%, 4% (£283k) had been achieved by alternative, permanent measures and 14% (£1,084k) temporarily. A further £29k remained profiled to be achieved by alternative means. The previous Executive Committee reported position as at 30 June showed 50% (£3.829k) of planned efficiency savings having been delivered and 44% (£3.406) profiled to be delivered over the remainder of the financial year. Full details of pressures, risks and challenges and the significant majority of areas of the Council's operation where budget plans remained on track was detailed in Appendix 1 to the report. Regarding people with physical disabilities and in noting that that there was continued pressure arising from demand for community based services based on current clients' complex needs and that there was no agreement to 50/50 fund a particular high-cost package had been reached with NHS Borders, Councillor Bhatia pointed out that any risks should be fed through to the Integrated Joint Board from April 2017. The Chief Financial Officer confirmed there were a number of challenges but once the budgets were joined this should assist. In response to questions raised the Chief Financial Officer undertook to highlight in the Council's risk register the

unbudgeted costs associated with Planning Public Enquiries. The Chief Financial Officer would report back on (a) why there was a revised budget of £13,000 for Fairer Scotland; and (b) the base budget for the European Fisheries Fund.

**DECISION
AGREED:-**

- (a) **to note the projected corporate monitoring position reported at 30 September 2015, the underlying cost drivers of this position, the significant pressures highlighted and the identified areas of financial risk;**
- (b) **that the Depute Chief Executives for People and Place and their Service Directors would continue to work with their management teams to ensure a balanced budget position was delivered in 2015/16;**
- (c) **to approve the budget virements set out in appendices 2 & 3 to the report;**
- (d) **to note the progress made in achieving Financial Plan savings in appendix 4 to the report;**
- (e) **to note that the Corporate Management team would develop proposals to permanently address budget pressures as part of the 2016/17 Financial Planning process; and**
- (f) **to approve the draw down of reserves to address a phasing issue between the budgeted 1% pay award and the agreed 1.5% pay award for all staff in 2015/16/**

MEMBER

Councillor Aitchison joined the meeting during discussion of the above item.

3. PROJECTED BALANCES TO 31 MARCH 2016

There had been circulated copies of a report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2015 and on the projected balances at 31 March 2016. The Council's General Fund useable reserve (non-earmarked) balance was £8.121m at 31 March 2015. The total of all useable balances excluding developer contributions at 31 March 2016 was projected at £6.876m. The movement was as a result of an increase in reserves due to additional income from Heritable, (£0.201m) and the draw down of reserves to fund changes in legislation in care services (£0.307m) and a transfer to allocated reserves to support in the ER/Vs scheme (£1.139m). Approval was sought in the accompanying revenue monitoring report to draw down an estimated £0.700m to fund the shortfall in funding associated with the phasing of the pay award in 2015/16. In setting the 2015/16 budget Council approved a 1% provision for pay award in 2015/16 followed by an estimated 1.5% in 2016/17 equating to 2.5% over 2 years. This was in advance of national negotiations concluding. Negotiations led by COSLA had now been concluded with the SJC and SNCT negotiating bodies and a pay award for all staff had been agreed to pay 2.5% over a 2 year period at 1.5% in 2015/16 and 1% for 2016/17. This presented a one year phasing issue in terms of the Council's Financial Plan and a draw down from Reserves was consequently required to align budgetary provision with the negotiated settlement position. It was understood that the settlement of the pay award would be processed in November 2015 payroll backdated to 1 April 2015. The balances represented in this report were stated before any draw down of funds for this purpose. The Council's allocated reserve balance was £3.379m at 31 March 2015 and was projected to be £3.819m at 31 March 2016. This movement was as a result of the draw down of allocated reserves to fund the 2015/16 Financial Plan (£0.508m), Police & Fire Reserves (£0.091m) and provision for Roads Maintenance (£0.100m) and an increase in allocated reserves to support the ER/Vs scheme (£1.139m). There were a number of areas of potential financial pressures identified in the accompanying revenue monitoring report identified for 2015/16, which if uncontained by management action might require a call on these reserves. The projected balance on the Capital Fund of £5.743m would be affected by any further capital receipts, developer

contributions, interest credited and any expenditure authorised to be financed from the Fund during the remainder of the financial year.

DECISION

AGREED:-

- (a) **to note the projected revenue balances as at 31 March 2016 as detailed in Appendices 1 & 2 of the report;**
- (b) **to note the projected balance in the Capital Fund as detailed in Appendix 3 to the report;**
- (c) **to note the establishment of an ER/VS allocated reserve of £1.139m as reflected in the revenue monitoring report detailed in the report; and**
- (d) **to approve the draw down of an estimated £700k reserves to address a shortfall in funding associated with the phasing of the pay award in 2015/16, actual draw down would be reflected in the next Executive Committee report when the value was confirmed.**

4. MONITORING OF THE CAPITAL FINANCIAL PLAN 2015/16

There had been circulated copies of a report by the Chief Financial Officer on the progress of the 2015/16 Capital Financial Plan and seeking approval for projected outturns and associated virements, and the reallocation of funds. The monitoring tables in Appendix 1 of the report advised on actual expenditure to 30 September 2015. Key issues identified in these tables were summarised within the main report. The tables identified a net variance of £6.802m against the approved budget. The net in-year budget increase of £0.672m was primarily due to a number of items due to be delivered for the Plant & Vehicle fleet totalling £0.536m, fully funded from the Plant & Vehicle Replacement Fund. The net budget timing movements to future years amounted to £7.474m of which the most significant were £3.2m for Duns Primary School, £1.777m for Early Learning and Childcare and £1.024m for Peebles 3G Synthetic Pitch. Appendix 3 of the report contained a summarised list of timing and budget movements within the 2015/16 Capital Plan. Appendix 2 of the report contained a list of the block allocations approved for this year and the various approved and proposed projects to be allocated from them within the 2015/16 Capital Plan. In response to a question raised about the construction of the Complex Needs – Central Education Base, the Depute Chief Executive People undertook to bring forward a report to a future meeting updating Members on the project.

DECISION

- (a) **AGREED the projected outturns and associated virements as identified in Appendix 1 to the report as the revised capital budget.**
- (b) **NOTED the list of block allocations detailed in Appendix 2 to the report.**

5. JIM CLARK MUSEUM

There had been circulated copies of a report by the Corporate Transformation and Services Director providing an update on the proposals to create a Jim Clark Museum by refurbishing and extending the existing displays at 44 Newtown Street, Duns. The report further sought approval for officers to submit a stage 1 application to Heritage Lottery Fund (HLF) by 27 November 2015 for a grant to support both the capital works and a 4 year supporting revenue programme. During 2015 officers had worked with the Jim Clark Memorial Room Trust (JCMRT) to develop proposals for a new Jim Clark Museum in Duns. Based on a design proposal prepared by the Council's Architects the total capital costs of the project had been estimated at £1.4m. Including the 4 year revenue programme the total project cost was £1.65m. In February 2012 Scottish Borders Council approved a capital investment of £620k within its Capital Plan, of which a balance of £603k was available to be allocated to the next phases of the project's delivery. To bridge the funding gap a twin track approach was proposed:-

- (i) a Stage 1 Heritage Lottery Fund application and accompanying business plan had been prepared. The HLF application was for 41% of the project costs or c£700k, this also included an allocation towards the accompanying revenue programme. To meet the project and HLF timetable the stage 1 application required to be submitted by 27 November 2015.
- (ii) a separate fund raising programme led by the new Jim Clark Trust with a target of £300k.

The JCMRT Trustees, and in particular the family trustees, felt there was significant added value they could bring to the project in terms of experience, networking and fundraising which was difficult to deliver through the limited scope of the JCMRT. As a result a new SCIO, a Scottish Charitable Incorporated Organisation, had very recently been established by the family Trustees. This new trust would be known as the Jim Clark Trust and would work in partnership with the Council, the proposed Culture and Sports Trust and the JCMRT. It was important that an effective and robust written Agreement clarifying roles and responsibilities was developed and this was seen as a key outcome of the HLF stage 1 period. The Cultural Services Manager was in attendance and answered Members' questions relating to the facility. The importance of good advance signage to allow tourists to recognise the attraction was discussed and it was noted that this would be made clear in the design plans. Members commended the report.

DECISION

(a) NOTED

- (i) **the progress that had been made to create a Jim Clark Museum at 44 Newtown Street, Duns including the financial implications detailed in the report;**
- (ii) **the reasons for the establishment of a new charitable trust, The Jim Clark Trust, and agreed the need to establish an effective and robust Agreement between this new Trust, Scottish Borders Council, the new Culture and Sports Trust and the existing Jim Clark Memorial Room Trust.**

(b) AGREED

- (i) **that the acceleration of the construction programme to deliver the project by May 2018 would require to be incorporated into the considerations for the construction of the 2016/17 ten year Capital Plan and might have an impact on the timing of other capital projects or the capital funding assumptions underpinning it;**
- (ii) **to submit the stage 1 HLF application by 27 November 2015;**
- (iii) **to instruct offices to return to the Executive with an updated report and business plan before submitting a stage 2 HLF application; and**
- (iv) **to proceed with a fund raising effort with the two Jim Clark trusts for the additional £300k required to bridge the funding gap.**

The meeting concluded at 11.00 a.m.

Quarterly Corporate Performance Report (Quarter 2, 2015/16)

Report by Chief Executive

Executive Committee

1 December 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of quarterly performance information for members, with details contained within Appendix 1. It also proposes an initial range of performance measures for Borders Sport and Leisure Trust at Appendix 2.**
- 1.2 A summary of the main changes made to performance indicators is provided at Section 4 of this report, followed by a high level summary of performance. Appendix 1 provides a more detailed presentation and explanation of each Performance Indicator (PI). Where possible, information that is collected on a *quarterly* basis is presented but this is not possible for all areas of Council business, for example, school attainment. The presentation used in Appendix 1 is consistent with what was presented to Council on 26 June 2014 and to the Executive Committee each quarter thereafter.
- 1.3 All information contained within this report is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs".
- 1.4 An initial range of performance measures has now been developed for Borders Sport and Leisure Trust (BSLT) (at Appendix 2) and will be used as the starting point for a Performance Management Framework for the new Integrated Culture and Sport Trust.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Notes the changes to performance indicators in Section 4 of this report;**
 - (b) **Acknowledges and notes the performance presented within Appendix 1 and the action that is being taken within Services to improve or maintain performance;**
 - (c) **Notes the initial BSLT performance measures and the development work that will now be done as part of the move to the new integrated Culture and Sport Trust.**

3 BACKGROUND

- 3.1 SBC approved a Corporate Plan in April 2013, with an update approved in October 2015. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities.
- 3.2 In order to ensure that these eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for its work with Community Planning partners.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within Appendix 1 and presents a mixture of PIs with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing in terms of addressing the agreed corporate priorities.

4 CHANGES TO PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve in line with the business planning process, and are being refined to reflect policy and service changes on an ongoing basis. Between the Executive Committees on 9th June and 18th August 2015, there was a number of new or improved performance measures created. However, this report only sees the addition of some attainment and volunteering measures.
- 4.2 After the last Executive Committee in August, a short survey was undertaken with Executive members to collect their views in relation to the way performance is reported.
- 4.3 The majority of members who responded are satisfied with the range of measures and the level of detail presented, and believe that the "infographic" presentation of information is useful. However, use of benchmarking was highlighted, as was being able to see evidence of how services, year on year, are improving.
- 4.4 To start addressing the points made by Members, and to ensure that performance reporting continues to develop, the following improvements have been made within Appendix 1:
 - (a) **Priority 1-** now that all local authorities submit their Planning Performance Frameworks to the Scottish Government, the Scottish averages for previous years have been added to the planning performance measures graphs. In addition to this, SBC's performance for previous years has also been added. As the figures presented are cumulative averages throughout the year, the Q4 figure in any year will be used as the benchmark for the following year. For example, average time taken to process Major Development applications improved to 22 weeks over the course of 2014/15, so this will be used as the SBC benchmark for 2015/16 (see Appendix 1, CP01-P54aP, page 5);
 - (b) **Priority 2-** this quarter, attainment data that was presented to the Executive Committee (Education) has been included;

- (c) **Priority 3-** for cumulative figures where it is important to understand how the Council is performing compared to the same time last year, a new chart format has been used. This has been used for Welfare Benefits and Crime performance indicators;
- (d) **Priority 4-** a wider range of information has now been included under this corporate priority. As well as a measure on the number of people volunteering for SBC within the technical detail of Appendix 1, a range of information at locality has been presented in "infographic" format including the number of people signed up to SB Alert, activities as part of the "Empowering Older People" project and % of people who say they volunteer (from the Scottish Borders Household Survey). A supplement on the Borders Railway Celebration Fund has also been provided this quarter, providing examples of funded projects within each locality;
- (e) **Priority 5-** the current Waste PIs, presented on a quarterly basis, use unverified data – yet to be submitted to SEPA. For this Executive report only, and annually thereafter, the annual verified data, released from Scottish Environment Protection Agency (SEPA), will also be presented. Both sets of data will also be benchmarked against Family Group and Scotland averages;
- (f) **Priority 6 –** no change to performance measures;
- (g) **Priority 7-** the new cumulative chart format has been used for council tax collection and energy consumption/cost performance measures (note that only electricity and gas figures, for the 26 half-hourly monitored properties, can be presented quarterly, other utilities can only be presented on an annual basis). At the August Executive Committee meeting, 3 new PIs were introduced in relation to the overall Capital Plan. The new Service Director would like to take the opportunity to review and refine these before the February 2016 Executive, to ensure that the measures more accurately reflect the different types of projects within the capital plan e.g. construction, infrastructure, ICT etc., as well as reflecting the stage at which various projects are at;
- (h) **Priority 8-** information has just been received from the SPSO on complaints handling (numbers, average times etc.) for all Scottish Local Authorities. This will allow benchmarking against Scottish averages and similar councils in future Executive Committee reports at the relevant time. Charts similar to those used for the planning measures will be developed.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) JSA claimant and Business Gateway figures continue to show a positive trend. In addition, occupancy rates in Council-owned industrial and commercial property remain high;
- (b) Average time taken to process planning applications is showing long term improvements for major developments, non-householder and householders;
- (c) Attendance and exclusions at both primary and secondary schools are showing very positive trends, as is attainment;
- (d) Social Work continues to exceed targets in relation to people receiving a service within 6 weeks of their assessment, as well as in

- relation to adults with self-directed support arrangements;
- (e) Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains ahead of target;
- (f) Reported incidents of Domestic Abuse and Crime rates are both lower than they were this time last year. Safer Communities team will now discuss and agree Domestic Abuse targets with Police Scotland (as trends across Lothian and Borders are also showing a decrease in reporting);
- (g) SBC's Community Grant scheme has seen an increase in demand in Q2, which may relate to changes to BIG Lottery's Awards for All processes, and has responded well to this external change (community project size appears to be increasing as communities become more ambitious, costs rise and other funders increase programme and award levels);
- (h) During Q2, 453 people volunteered for SBC, working a total of just over 2000 hours (equating to an economic benefit of £24k, based on average hourly wages);
- (i) SBC continues to repair, within 7 days, just under 99% of all street lighting faults reported, with the roll out of LED lamps reducing the number of faults;
- (j) The average time taken to respond to complaints is well below targets set (5 and 20 days depending on complaint type).

5.2 **Performance measures- summary of measures below target**

- (a) There were 500 fewer people in work during Q1 this year, compare to the end of 2014/15. However, Scottish Borders' rate is higher than Scotland and UK;
- (b) The number of business loans and grants awarded during Q2 are lower in number and value than Q1, and when compared to the same time last year. Both continue to be actively promoted through Business Gateway and all applications are robustly assessed;
- (c) Children (age 12+) accommodated within a family rather than residential setting continues to be lower than the ambitious target of 80%. Continued action is underway to increase the number of children in family-based placements, including the current foster carer recruitment campaign;
- (d) National Lottery funding is down in Q2, though is subject to fluctuating levels of community demand, and the speed of large project development progress. SBC is currently supporting a pipeline of developing projects;
- (e) With only a slight increase in people signing up to SB Alert since Q2, a breakdown has been provided by locality, and renewed promotion is being undertaken in preparation for winter;
- (f) Unfortunately, there were 3 fatalities on roads in the Scottish Borders during the first half of 2015, and SBC continues to work with Police Scotland and other partners;
- (g) As anticipated, there has been a decrease in the amount of waste recycled between 2013 and 2014 due to the removal of kerbside garden waste. However, since the removal of garden waste, quarterly rates have remained steady over the last few quarters. Ongoing promotion aims to encourage householders to split their waste and, in addition to a new recycling centre in Kelso, a number of

- improvement works are also taking place at other centres;
- (h) Partly as a result of an increased number of 12-monthly payers, Council Tax collection rates are lower than when compared to the same period in 2014. Steps will be taken over the coming months to target arrears and ensure collection rates are maximised;
 - (i) An increase in real terms in the unit price of electricity has seen costs increase over this period (despite a reduction in usage). An Energy Efficiency programme is underway, addressing energy usage across the whole SBC estate;
 - (j) % of FOIs dealt with within timescales has fallen slightly to 91% but is higher when compared to the same time last year. This is monitored weekly, with delays identified and addressed as quickly as possible.
- 5.3 The technical report at Appendix 1 provides detail against every PI for both Elected Members and for members of the public. This information can also now be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and then by clicking on "Scottish Borders Performs". Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council fulfil its duty more effectively in relation to public performance reporting.

6 BORDERS SPORT AND LEISURE TRUST (BSLT) PERFORMANCE MANAGEMENT FRAMEWORK

- 6.1 Since 2003, BSLT has been contracted to deliver sport and leisure services on SBC's behalf. As well as managing a range of pool and other sports facilities, the Trust is also responsible since July 2011 for the delivery of programmes within schools and the community. This full range of provision helps the Trust work towards the outcomes agreed with SBC which are to improve lives through physical activity and sport.
- 6.2 In June 2015, BSLT's Chief Executive and Chair presented a summary of the Trust's performance between 2012 and 2015 at Council, and presented a summary of their strategy for the coming years, with the key objective to achieve 1.3 million visits per year by 2019 (an increase of 20%). However, performance information has not previously been presented to Council or Executive Committee on a regular basis.
- 6.3 Since the Trust was established, SBC has monitored *financial* performance as well as annual *admissions* figures for pool and non-pool facilities, and this formed part of SBC's Statutory Performance Indicator return. However, in relation to SBC's public performance reporting duty, and in line with demonstrating Best Value, a wider selection of Key Performance Indicators have now been developed in conjunction with the Trust, based on their current strategy and business plan, and the reporting undertaken for their Board. These are presented in Appendix 2.
- 6.4 It is recognised that the measures presented in Appendix 2 do not cover all areas of BSLT provision but are a starting point for a wider piece of work around a Performance Management Framework that now needs to be developed for the Integrated Culture and Sport Trust. Council agreed in October 2015 that, prior to transfer of Culture to the new Integrated Trust, proposals for a new Performance Management Framework should be considered by Executive Committee in March 2016, and that performance reports then be presented 2-3 times per year.

- 6.5 Many of the measures within Appendix 2 will still be relevant e.g. cost per visit, energy consumption, customer satisfaction, number of volunteers, admissions, and will be used as the starting point. Any performance measures developed for the Integrated Trust must be clearly linked to the longer term outcomes that SBC wishes the trust to work towards and these outcomes will be key to agreeing appropriate short and longer term measures.

7 IMPLICATIONS

7.1 Financial

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

7.2 Risk and Mitigations

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

7.3 Equalities

- (a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.
- (b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services, and will be reported to Corporate Management Team in the coming months.
- (c) As the new Integrated Culture and Sport Trust performance management framework is developed, it will be necessary to ensure that there are appropriate performance measures developed so that the Trust is able to demonstrate that it is meeting the Equality duty. Data collection and analysis, for example around staff, members and service users, will allow the trust to make business decisions that further its promotion of the duty, and provide assurances to SBC that that the Trust is fulfilling the requirements of the Equality Act 2010 which is an integral component of SBC's legal duty.

7.4 Acting Sustainably

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

7.5 Carbon Management

There are no effects on carbon emissions as a result of this report.

7.6 Rural Proofing

Not applicable.

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

8 CONSULTATION

- 8.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

Approved by

Tracey Logan
Chief Executive

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Corporate Performance and Information Manager, Tel: 01835 826542

Background Papers: Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

Previous Minute Reference: Scottish Borders Council Executive, 18th August 2015

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

Contact Sarah Watters, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 826542, swatters@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

QUARTERLY PUBLIC PERFORMANCE REPORT: Q2 2015/16 (Jul-Sep)

HOW ARE WE DOING?






In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This report gives you an overview of our progress.

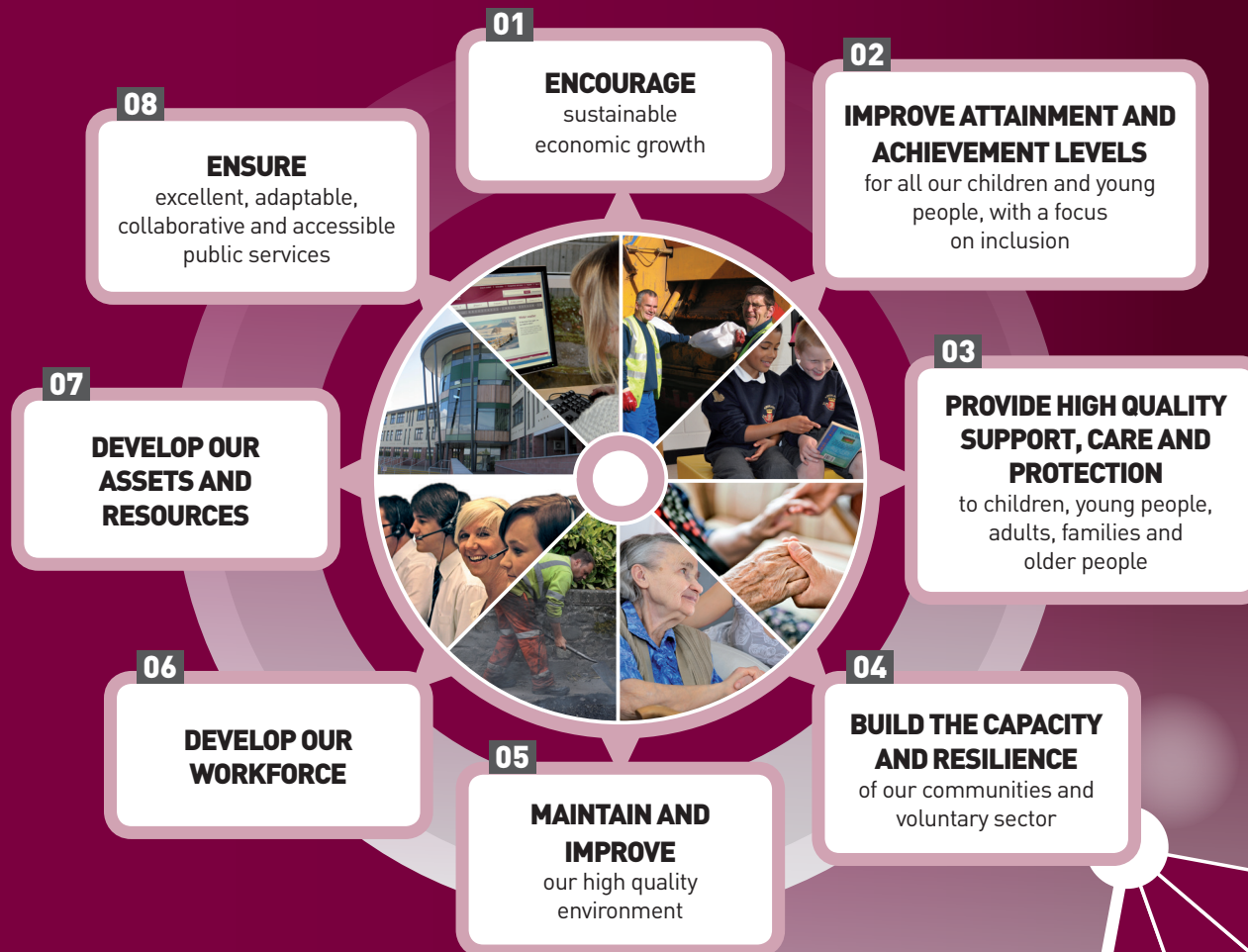
For each priority, a selection of performance information has been presented to let you see how we are doing.

Where possible, quarterly (Q) data has been used, but this is not possible for every area of our work, for example, educational attainment.

Some of the data presented may be subject to minor amendments as end of year figures are compiled for reporting to the Scottish Government.

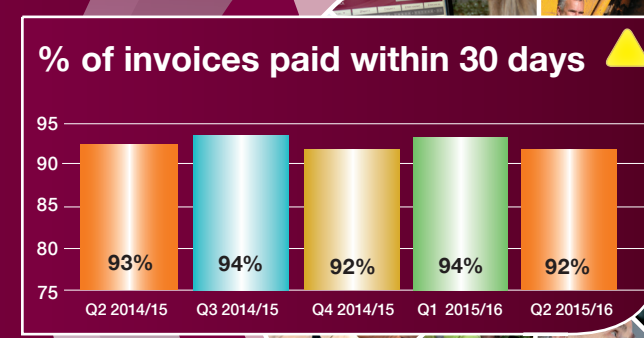
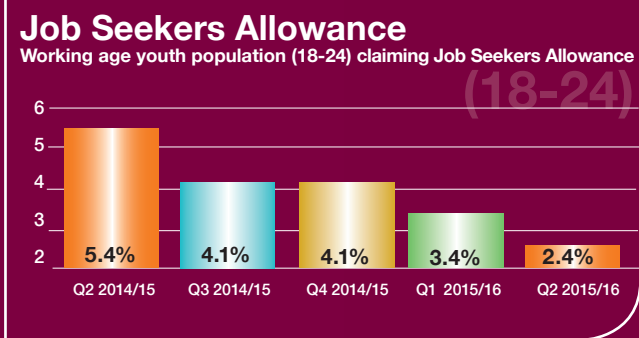
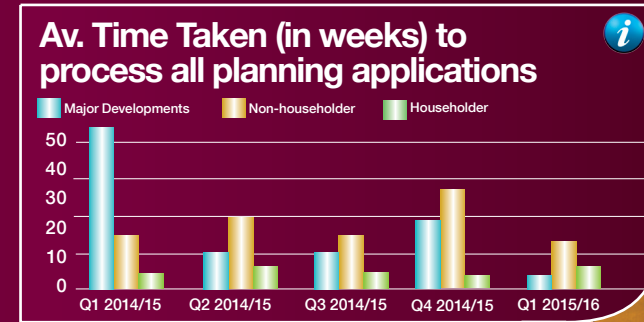
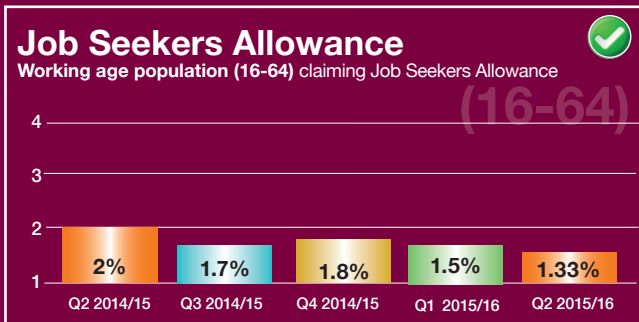
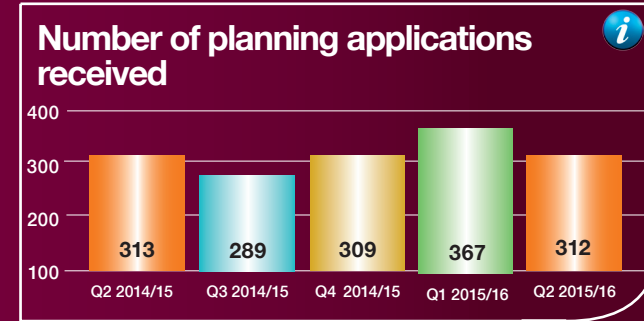
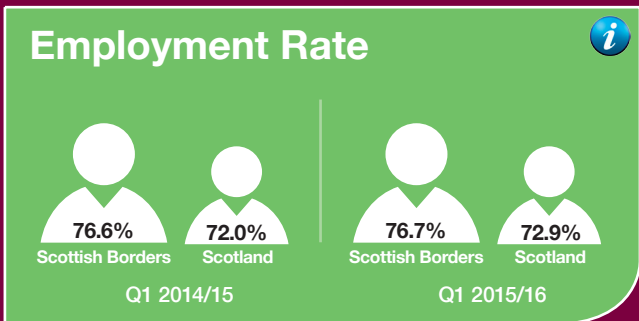
KEY:

-  On target
 -  Just off target
 -  Off target
 -  For information
 -  Position in Scotland
- Q1 - Apr-Jun
Q2 - Jul-Sep
Q3 - Oct-Dec
Q4 - Jan-Mar










ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

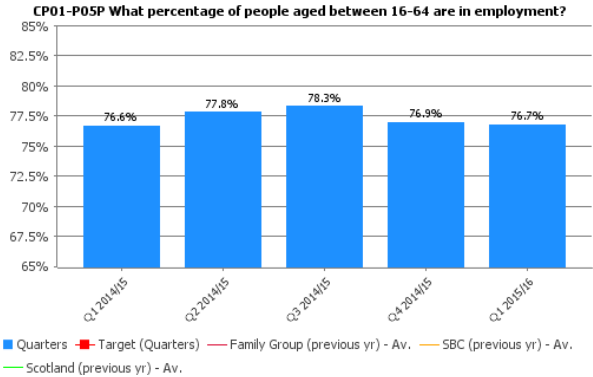


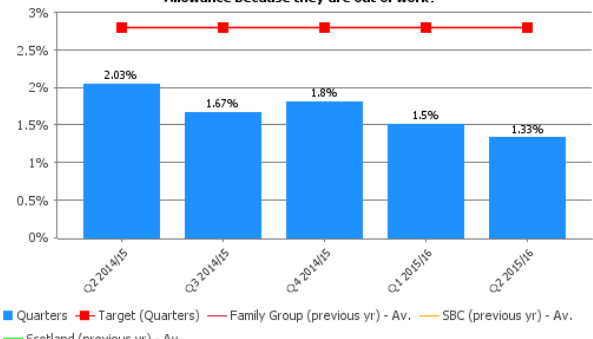


HOW ARE WE DOING?



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

KEY	 positive long term trend (over last 4 periods)	 negative long term trend (over last 4 periods)	 Little long term change (over last 4 periods)	 on target	 just off target	 off target	 data only
------------	--	--	---	---	---	--	---

Corporate Priority 1: Encourage sustainable economic growth

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
What percentage of people aged between 16-64 are in employment? Page 15	CP01-P05P What percentage of people aged between 16-64 are in employment?  <table border="1"> <caption>CP01-P05P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>76.6%</td> </tr> <tr> <td>Q3 2014/15</td> <td>77.8%</td> </tr> <tr> <td>Q4 2014/15</td> <td>78.3%</td> </tr> <tr> <td>Q1 2015/16</td> <td>76.9%</td> </tr> <tr> <td>Q2 2015/16</td> <td>76.7%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2014/15	76.6%	Q3 2014/15	77.8%	Q4 2014/15	78.3%	Q1 2015/16	76.9%	Q2 2015/16	76.7%	76.7%	Observations: 56,000 people were in employment in this quarter, which is 500 down on the previous quarter. The overall rate remains higher than Scotland (72.9%) and GB (73.1%). Note: One quarter lag in data.			Bryan McGrath
Quarter	Value (%)																	
Q2 2014/15	76.6%																	
Q3 2014/15	77.8%																	
Q4 2014/15	78.3%																	
Q1 2015/16	76.9%																	
Q2 2015/16	76.7%																	
What percentage of people aged between 16-64 are claiming Job Seeker's Allowance because they are out of work?	CP01-P10P What percentage of people aged between 16-64 are claiming Job Seeker's Allowance because they are out of work?  <table border="1"> <caption>CP01-P10P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>2.03%</td> </tr> <tr> <td>Q3 2014/15</td> <td>1.67%</td> </tr> <tr> <td>Q4 2014/15</td> <td>1.8%</td> </tr> <tr> <td>Q1 2015/16</td> <td>1.5%</td> </tr> <tr> <td>Q2 2015/16</td> <td>1.33%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2014/15	2.03%	Q3 2014/15	1.67%	Q4 2014/15	1.8%	Q1 2015/16	1.5%	Q2 2015/16	1.33%	1.33%	Observations: The Scottish Borders rate still sits below the Scottish rate of 1.9% and the UK rate of 1.6%.			Bryan McGrath
Quarter	Value (%)																	
Q2 2014/15	2.03%																	
Q3 2014/15	1.67%																	
Q4 2014/15	1.8%																	
Q1 2015/16	1.5%																	
Q2 2015/16	1.33%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
What percentage of people aged between 18-24 are claiming Job Seeker's Allowance because they are out of work?	<p>CP01-P11P What percentage of people aged between 18-24 are claiming Job Seeker's Allowance because they are out of work?</p> <table border="1"> <caption>CP01-P11P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>5.43%</td> </tr> <tr> <td>Q3 2014/15</td> <td>4.13%</td> </tr> <tr> <td>Q4 2014/15</td> <td>4.1%</td> </tr> <tr> <td>Q1 2015/16</td> <td>3.43%</td> </tr> <tr> <td>Q2 2015/16</td> <td>2.43%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2 2014/15	5.43%	Q3 2014/15	4.13%	Q4 2014/15	4.1%	Q1 2015/16	3.43%	Q2 2015/16	2.43%	2.43%	<p>Observations:</p> <p>The Scottish Borders rate is below the Scottish rate of 2.6% but higher than the GB rate of 2.2%.</p>			Bryan McGrath
Quarter	Value (%)																	
Q2 2014/15	5.43%																	
Q3 2014/15	4.13%																	
Q4 2014/15	4.1%																	
Q1 2015/16	3.43%																	
Q2 2015/16	2.43%																	
How many new businesses has Business Gateway help create?	<p>CP01-P06P How many new businesses has Business Gateway help create?</p> <table border="1"> <caption>CP01-P06P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>50</td> </tr> <tr> <td>Q3 2014/15</td> <td>63</td> </tr> <tr> <td>Q4 2014/15</td> <td>81</td> </tr> <tr> <td>Q1 2015/16</td> <td>60</td> </tr> <tr> <td>Q2 2015/16</td> <td>65</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	50	Q3 2014/15	63	Q4 2014/15	81	Q1 2015/16	60	Q2 2015/16	65	65	<p>How are we performing:</p> <p>Business Gateway is on track for the annual target for business start-ups in the region and is slightly ahead of where it would expect to be at the end of the summer period. This has been due to increased activity levels, mainly seen in events, across the region. Other staff resources have allowed for the start-up adviser to continue focusing on this target, which is having a positive effect. Client contact remained steady through the 2nd quarter. The normal summer reduction did not happen as Business Gateway is currently working with a full complement of advisers. This has meant a continued flow of national targets being achieved over the period.</p>			Bryan McGrath
Quarter	Value																	
Q2 2014/15	50																	
Q3 2014/15	63																	
Q4 2014/15	81																	
Q1 2015/16	60																	
Q2 2015/16	65																	
How many businesses has Business Gateway supported?	<p>CP01-P18P How many businesses has Business Gateway supported?</p> <table border="1"> <caption>CP01-P18P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>246</td> </tr> <tr> <td>Q3 2014/15</td> <td>278</td> </tr> <tr> <td>Q4 2014/15</td> <td>294</td> </tr> <tr> <td>Q1 2015/16</td> <td>228</td> </tr> <tr> <td>Q2 2015/16</td> <td>226</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	246	Q3 2014/15	278	Q4 2014/15	294	Q1 2015/16	228	Q2 2015/16	226	226	<p>Actions we are taking to improve/maintain performance:</p> <p>Continue to implement actions in the Business Gateway Improvement Plan, agreed by Executive Committee on 12 May 2015.</p>			Bryan McGrath
Quarter	Value																	
Q2 2014/15	246																	
Q3 2014/15	278																	
Q4 2014/15	294																	
Q1 2015/16	228																	
Q2 2015/16	226																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many loans to local businesses did we award?	<p>CP01-P27P How many loans to local businesses did we award?</p> <table border="1"> <caption>CP01-P27P Data</caption> <thead> <tr> <th>Quarter</th> <th>Loans Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>0</td> </tr> <tr> <td>Q3 2014/15</td> <td>3</td> </tr> <tr> <td>Q4 2014/15</td> <td>2</td> </tr> <tr> <td>Q1 2015/16</td> <td>2</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> </tr> </tbody> </table>	Quarter	Loans Awarded	Q2 2014/15	0	Q3 2014/15	3	Q4 2014/15	2	Q1 2015/16	2	Q2 2015/16	0	0	<p>How are we performing: During this Quarter, two loan applications for £34,434.00 were submitted. One was declined; the other was deferred.</p> <p>Actions we are taking to improve/maintain performance: Business Gateway advisers promoted public finance during business month in addition to running an access to finance seminar that discussed loans.</p> <p>Assessment of applications by a panel drawn from Finance and Economic Development will continue to provide a robust decision-making process.</p>			Bryan McGrath
Quarter	Loans Awarded																	
Q2 2014/15	0																	
Q3 2014/15	3																	
Q4 2014/15	2																	
Q1 2015/16	2																	
Q2 2015/16	0																	
How much money did those loans add to?	<p>CP01-P28P How much money did those loans add up to?</p> <table border="1"> <caption>CP01-P28P Data</caption> <thead> <tr> <th>Quarter</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>£0.00</td> </tr> <tr> <td>Q3 2014/15</td> <td>£21,602.34</td> </tr> <tr> <td>Q4 2014/15</td> <td>£30,000.00</td> </tr> <tr> <td>Q1 2015/16</td> <td>£32,500.00</td> </tr> <tr> <td>Q2 2015/16</td> <td>£0.00</td> </tr> </tbody> </table>	Quarter	Amount (£)	Q2 2014/15	£0.00	Q3 2014/15	£21,602.34	Q4 2014/15	£30,000.00	Q1 2015/16	£32,500.00	Q2 2015/16	£0.00	£0.00				Bryan McGrath
Quarter	Amount (£)																	
Q2 2014/15	£0.00																	
Q3 2014/15	£21,602.34																	
Q4 2014/15	£30,000.00																	
Q1 2015/16	£32,500.00																	
Q2 2015/16	£0.00																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many grants to local businesses did we award?	<p>CP01-P29P How many grants to local businesses did we award?</p> <table border="1"> <caption>Data for CP01-P29P</caption> <thead> <tr> <th>Quarter</th> <th>Grants Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>12</td> </tr> <tr> <td>Q3 2014/15</td> <td>23</td> </tr> <tr> <td>Q4 2014/15</td> <td>6</td> </tr> <tr> <td>Q1 2015/16</td> <td>10</td> </tr> <tr> <td>Q2 2015/16</td> <td>8</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Grants Awarded	Q2 2014/15	12	Q3 2014/15	23	Q4 2014/15	6	Q1 2015/16	10	Q2 2015/16	8	8	<p>How are we performing: The number of grants was down on Quarter 1, but the number of applications was larger: 11 compared with 10. The reduced amount of funding awarded reflects the reduced number of awards in the last Quarter.</p> <p>Actions we are taking to improve/maintain performance: Business Gateway advisers promoted public finance during business month in addition to running an access to finance seminar that discussed grants.</p> <p>Note: Total grant budget for 15/16 is £100k, there is approx. £44k left.</p>			Bryan McGrath
Quarter	Grants Awarded																	
Q2 2014/15	12																	
Q3 2014/15	23																	
Q4 2014/15	6																	
Q1 2015/16	10																	
Q2 2015/16	8																	
How much money did those grants add up to?	<p>CP01-P30P How much money did those grants add up to?</p> <table border="1"> <caption>Data for CP01-P30P</caption> <thead> <tr> <th>Quarter</th> <th>Money Added (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>£36,383.50</td> </tr> <tr> <td>Q3 2014/15</td> <td>£55,017.13</td> </tr> <tr> <td>Q4 2014/15</td> <td>£21,584.50</td> </tr> <tr> <td>Q1 2015/16</td> <td>£31,532.50</td> </tr> <tr> <td>Q2 2015/16</td> <td>£23,430.27</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Money Added (£)	Q2 2014/15	£36,383.50	Q3 2014/15	£55,017.13	Q4 2014/15	£21,584.50	Q1 2015/16	£31,532.50	Q2 2015/16	£23,430.27	£23,430.27				Bryan McGrath
Quarter	Money Added (£)																	
Q2 2014/15	£36,383.50																	
Q3 2014/15	£55,017.13																	
Q4 2014/15	£21,584.50																	
Q1 2015/16	£31,532.50																	
Q2 2015/16	£23,430.27																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many planning applications do we receive?	<p>CP01-P52P How many planning applications do we receive?</p> <table border="1"> <caption>CP01-P52P: How many planning applications do we receive?</caption> <thead> <tr> <th>Quarter</th> <th>Applications</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>313</td> </tr> <tr> <td>Q3 2014/15</td> <td>289</td> </tr> <tr> <td>Q4 2014/15</td> <td>309</td> </tr> <tr> <td>Q1 2015/16</td> <td>367</td> </tr> <tr> <td>Q2 2015/16</td> <td>312</td> </tr> </tbody> </table>	Quarter	Applications	Q2 2014/15	313	Q3 2014/15	289	Q4 2014/15	309	Q1 2015/16	367	Q2 2015/16	312	312	<p>Observations: The total number of applications received for the year to date is in line with the total received for the same period in 2014.</p>			Brian Frater
Quarter	Applications																	
Q2 2014/15	313																	
Q3 2014/15	289																	
Q4 2014/15	309																	
Q1 2015/16	367																	
Q2 2015/16	312																	
Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	<p>CP01-P54aP Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p> <table border="1"> <caption>CP01-P54aP: Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>51.4</td> </tr> <tr> <td>Q2 2014/15</td> <td>12.9</td> </tr> <tr> <td>Q3 2014/15</td> <td>14.4</td> </tr> <tr> <td>Q4 2014/15</td> <td>22.0</td> </tr> <tr> <td>Q1 2015/16</td> <td>5.4</td> </tr> </tbody> </table>	Quarter	Average Time (wks)	Q1 2014/15	51.4	Q2 2014/15	12.9	Q3 2014/15	14.4	Q4 2014/15	22.0	Q1 2015/16	5.4	5.4	<p>How are we performing: The average adjusted time taken to process major applications shows an improvement over the previous quarter and a major improvement over the previous SBC and Scotland annual average.</p> <p>Note: One quarter lag in data.</p> <p>Actions we are taking to improve/maintain performance: Continue to use last year's SBC and Scottish figures to benchmark current year's performance. Ongoing implementation of Planning Performance Framework improvement actions</p>			Brian Frater
Quarter	Average Time (wks)																	
Q1 2014/15	51.4																	
Q2 2014/15	12.9																	
Q3 2014/15	14.4																	
Q4 2014/15	22.0																	
Q1 2015/16	5.4																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	<p>CP01-P55aP Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)</p> <table border="1"> <caption>CP01-P55aP Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>20.2</td> </tr> <tr> <td>Q2 2014/15</td> <td>22.5</td> </tr> <tr> <td>Q3 2014/15</td> <td>16.6</td> </tr> <tr> <td>Q4 2014/15</td> <td>39.3</td> </tr> <tr> <td>Q1 2015/16</td> <td>17.9</td> </tr> </tbody> </table>	Quarter	Value	Q1 2014/15	20.2	Q2 2014/15	22.5	Q3 2014/15	16.6	Q4 2014/15	39.3	Q1 2015/16	17.9	17.9	<p>How are we performing: Performance in the last quarter was markedly better than the previous quarter and better than SBC's average for the previous year. However the figure remains above the Scottish average.</p> <p>Note: One quarter lag in data.</p> <p>Actions we are taking to improve/maintain performance: As above.</p>			Brian Frater
Quarter	Value																	
Q1 2014/15	20.2																	
Q2 2014/15	22.5																	
Q3 2014/15	16.6																	
Q4 2014/15	39.3																	
Q1 2015/16	17.9																	
Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P56aP Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)</p> <table border="1"> <caption>CP01-P56aP Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>7.2</td> </tr> <tr> <td>Q2 2014/15</td> <td>8.0</td> </tr> <tr> <td>Q3 2014/15</td> <td>7.5</td> </tr> <tr> <td>Q4 2014/15</td> <td>8.2</td> </tr> <tr> <td>Q1 2015/16</td> <td>6.7</td> </tr> </tbody> </table>	Quarter	Value	Q1 2014/15	7.2	Q2 2014/15	8.0	Q3 2014/15	7.5	Q4 2014/15	8.2	Q1 2015/16	6.7	6.7	<p>How are we performing: There has been a continuing improvement in performance on householder applications which now sits below the previous SBC and Scotland averages.</p> <p>Note: One quarter lag in data.</p> <p>Actions we are taking to improve/maintain performance: As above.</p>			Brian Frater
Quarter	Value																	
Q1 2014/15	7.2																	
Q2 2014/15	8.0																	
Q3 2014/15	7.5																	
Q4 2014/15	8.2																	
Q1 2015/16	6.7																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

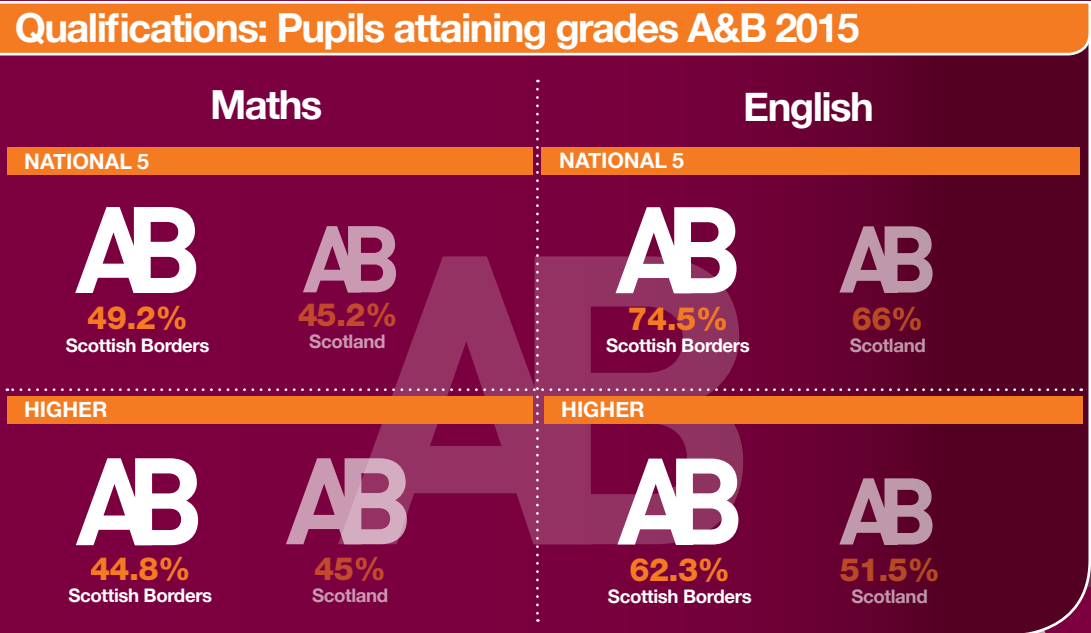
Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By
How many invoices, received by us, were paid within 30 days of receiving the invoice?	<p>CP01-P25P How many invoices, received by us, were paid within 30 days of receiving the invoice?</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	92%	<p>How are we performing: Performance during Q2 has fallen slightly below our target of 93%.</p> <p>Actions we are taking to improve/maintain performance: Because it is important to the local economy that invoices are paid promptly, additional support and guidance has been delivered to our Services to avoid any payment delays, for example where invoices require follow up action before payment can be made.</p>			Lynn Mirley

IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, WITH A FOCUS ON INCLUSION

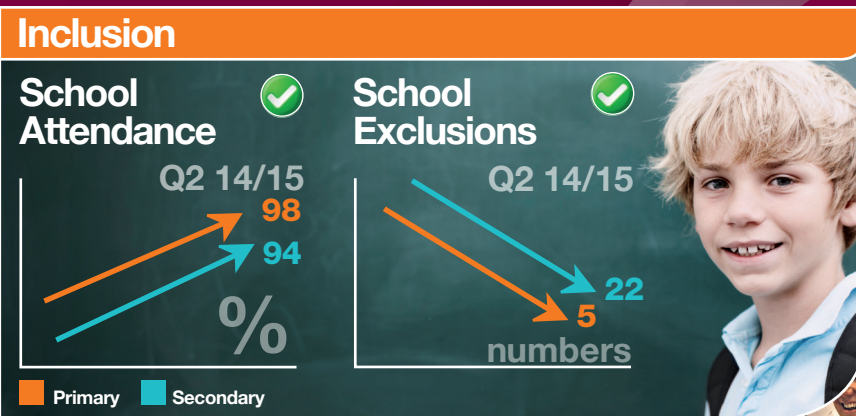
HOW ARE WE DOING?



Page 22



	OUTCOMES	OUTCOMES	OUTCOMES	OUTCOMES	OUTCOMES
IMPACT MEASURED THROUGH:	LITERACY AND NUMERACY	QUALIFICATIONS AND SKILLS	HEALTH AND WELL-BEING	ACHIEVEMENTS	INCLUSION
	Standardised assessments in primary and S2	National 1-5 Highers Advanced Highers Vocational qualifications Work Experience	National surveys on smoking, drinking and drug use (secondary pupils) providing locality information	Numbers doing Duke of Edinburgh, Saltire Awards, volunteering etc	Monitoring attendance and exclusions Positive Destinations



Corporate Priority 2: Improve attainment and achievement levels for all our children and young people, with a focus on inclusion

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many primary school pupils were excluded? (CP02-P09aP)	<p>CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)</p> <table border="1"> <caption>CP02-P09aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>5</td> </tr> <tr> <td>Q3-2014/15</td> <td>10</td> </tr> <tr> <td>Q4-2014/15</td> <td>12</td> </tr> <tr> <td>Q1-2015/16</td> <td>12</td> </tr> <tr> <td>Q2-2015/16</td> <td>5</td> </tr> </tbody> </table> <p>Legend: Blue = Quarters; Red = Target (Quarters); Pink = Family Group (previous yr) - Av.; Orange = SBC (previous yr) - Av.; Green = Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2014/15	5	Q3-2014/15	10	Q4-2014/15	12	Q1-2015/16	12	Q2-2015/16	5	5	<p>How are we performing? First quarter of the school calendar (Q2 15/16) saw a decline in the total number of primary pupils excluded although this quarter does contain the school summer holidays. There is no change from the same quarter last year.</p> <p>Actions we are taking to improve/maintain performance: Overall exclusion targets are in place for schools which has continued to challenge and focus effort in the overall reduction of children being excluded.</p>			Donna Manson
Quarter	Value																	
Q2-2014/15	5																	
Q3-2014/15	10																	
Q4-2014/15	12																	
Q1-2015/16	12																	
Q2-2015/16	5																	
How many secondary school pupils were excluded? (CP02-P09bP)	<p>CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)</p> <table border="1"> <caption>CP02-P09bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>56</td> </tr> <tr> <td>Q3-2014/15</td> <td>61</td> </tr> <tr> <td>Q4-2014/15</td> <td>80</td> </tr> <tr> <td>Q1-2015/16</td> <td>33</td> </tr> <tr> <td>Q2-2015/16</td> <td>22</td> </tr> </tbody> </table> <p>Legend: Blue = Quarters; Red = Target (Quarters); Pink = Family Group (previous yr) - Av.; Orange = SBC (previous yr) - Av.; Green = Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2014/15	56	Q3-2014/15	61	Q4-2014/15	80	Q1-2015/16	33	Q2-2015/16	22	22	<p>How are we performing? First quarter of the school calendar (Q2 15/16) saw a decline in the total number of secondary pupils excluded. Q2 2015/16 demonstrates significant improvements compared to Q2 2014/15, which is positive (down from 56 to 22)</p> <p>Actions we are taking to improve/maintain performance: As above</p>			Donna Manson
Quarter	Value																	
Q2-2014/15	56																	
Q3-2014/15	61																	
Q4-2014/15	80																	
Q1-2015/16	33																	
Q2-2015/16	22																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

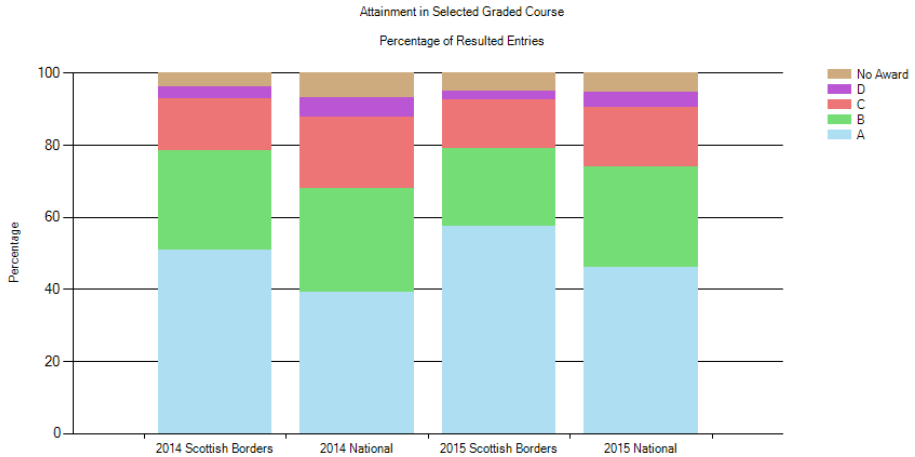
Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
What % of primary school pupils attend school? (CP02-P11aP)	<p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p> <table border="1"> <caption>Primary School Attendance Data</caption> <thead> <tr> <th>Quarter</th> <th>Attendance (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>97%</td> </tr> <tr> <td>Q3 2014/15</td> <td>95%</td> </tr> <tr> <td>Q4 2014/15</td> <td>95%</td> </tr> <tr> <td>Q1 2015/16</td> <td>96%</td> </tr> <tr> <td>Q2 2015/16</td> <td>98%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Attendance (%)	Q2 2014/15	97%	Q3 2014/15	95%	Q4 2014/15	95%	Q1 2015/16	96%	Q2 2015/16	98%	98%	<p>How are we performing: Primary school attendance continues to track over 95% for the past 9 quarters.</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with parents to ensure attendance increases.</p>			Donna Manson
Quarter	Attendance (%)																	
Q2 2014/15	97%																	
Q3 2014/15	95%																	
Q4 2014/15	95%																	
Q1 2015/16	96%																	
Q2 2015/16	98%																	
What % of secondary school pupils attend school? (CP02-P11bP)	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table border="1"> <caption>Secondary School Attendance Data</caption> <thead> <tr> <th>Quarter</th> <th>Attendance (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>95%</td> </tr> <tr> <td>Q3 2014/15</td> <td>92%</td> </tr> <tr> <td>Q4 2014/15</td> <td>92%</td> </tr> <tr> <td>Q1 2015/16</td> <td>93%</td> </tr> <tr> <td>Q2 2015/16</td> <td>94%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Attendance (%)	Q2 2014/15	95%	Q3 2014/15	92%	Q4 2014/15	92%	Q1 2015/16	93%	Q2 2015/16	94%	94%	<p>How are we performing: Secondary school attendance has increase by 1% from previous quarter. Q2 contains only 2 months (with July being school holidays)</p> <p>Actions we are taking to improve/maintain performance: Schools will continue to work with parents to ensure attendance increases. At secondary school, ongoing improvements and changes to the curriculum will ensure that the needs of all young people are more effectively met, further encouraging attendance.</p>			Donna Manson
Quarter	Attendance (%)																	
Q2 2014/15	95%																	
Q3 2014/15	92%																	
Q4 2014/15	92%																	
Q1 2015/16	93%																	
Q2 2015/16	94%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

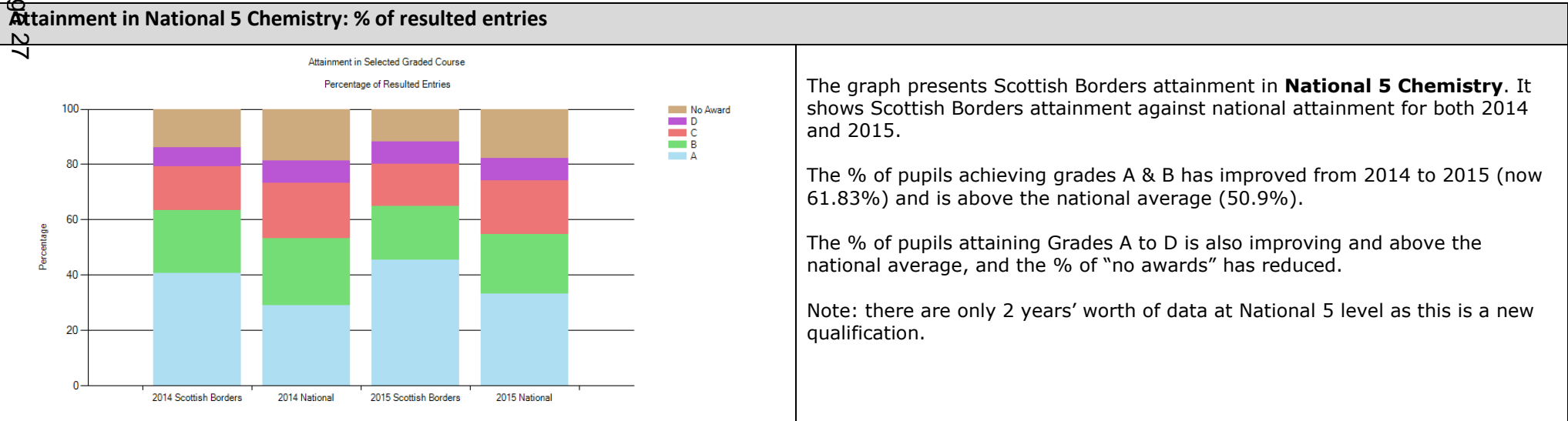
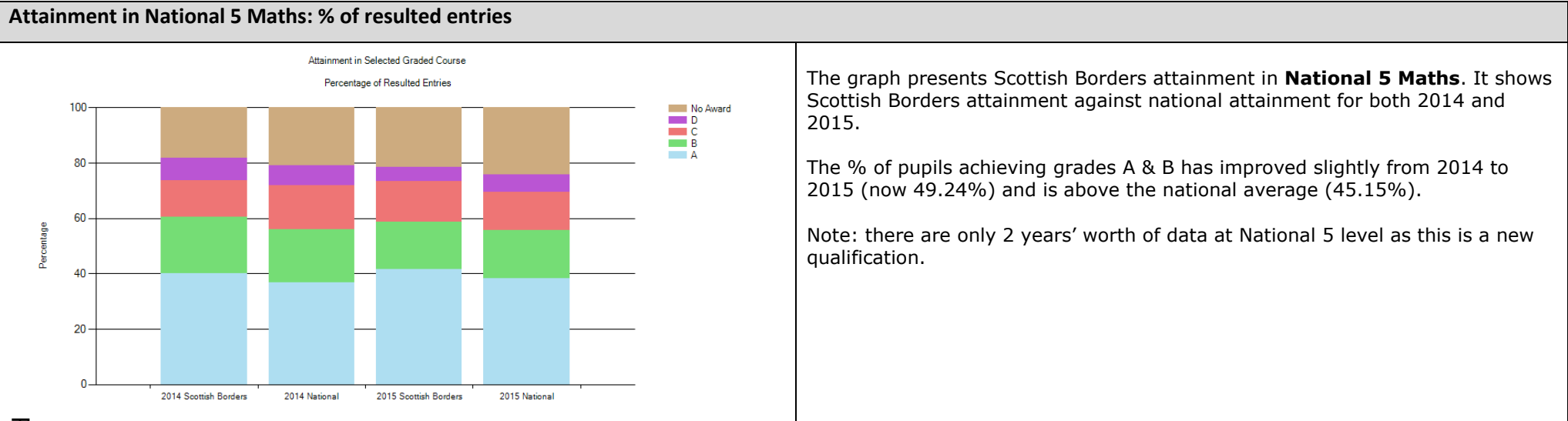
Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many schools/nurseries in the Scottish Borders were inspected?	<p>CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?</p> <table border="1"> <caption>Data for CP02-P21P: How many schools/nurseries in the Scottish Borders were inspected?</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>2</td> </tr> <tr> <td>Q3-2014/15</td> <td>0</td> </tr> <tr> <td>Q4-2014/15</td> <td>2</td> </tr> <tr> <td>Q1-2015/16</td> <td>3</td> </tr> <tr> <td>Q2-2015/16</td> <td>0</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2014/15	2	Q3-2014/15	0	Q4-2014/15	2	Q1-2015/16	3	Q2-2015/16	0	0	<p>Observations: There have been no inspections over the past 3 months.</p>	n/a		Donna Manson
Quarter	Value																	
Q2-2014/15	2																	
Q3-2014/15	0																	
Q4-2014/15	2																	
Q1-2015/16	3																	
Q2-2015/16	0																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

ATTAINMENT: How are we performing?	Actions we are taking to improve or maintain performance
<p>The following information is taken from “Insight”, a national benchmarking tool used by schools and local authorities to compare attainment and achievement. Within Scottish Borders, we are seeing an improving picture for attainment overall, year on year, and we compare well nationally and to our “virtual” comparators (others similar to us). Below is a range of measures that show attainment in:</p> <ul style="list-style-type: none"> • National 5 English • National 5 Maths • National 5 Chemistry • Higher English • Higher Maths • Higher Chemistry <p>There are also an additional measure around:</p> <ul style="list-style-type: none"> • Literacy and Numeracy 	<p>Within our Children and Young People’s service, we are analysing the data that is now available to us through the “Insight” tool- by school; by subject; by gender; for Looked After Children; for children within our most deprived areas; for pupils with Additional Support Needs etc.</p> <p>From this analysis, schools will produce action plans which will then allow us to target support. We will also share good practice and develop partnerships to enhance the learning experience. There is a strong focus on sharing good practice, and schools are developing partnerships to enhance the learning experience for all learners.</p>

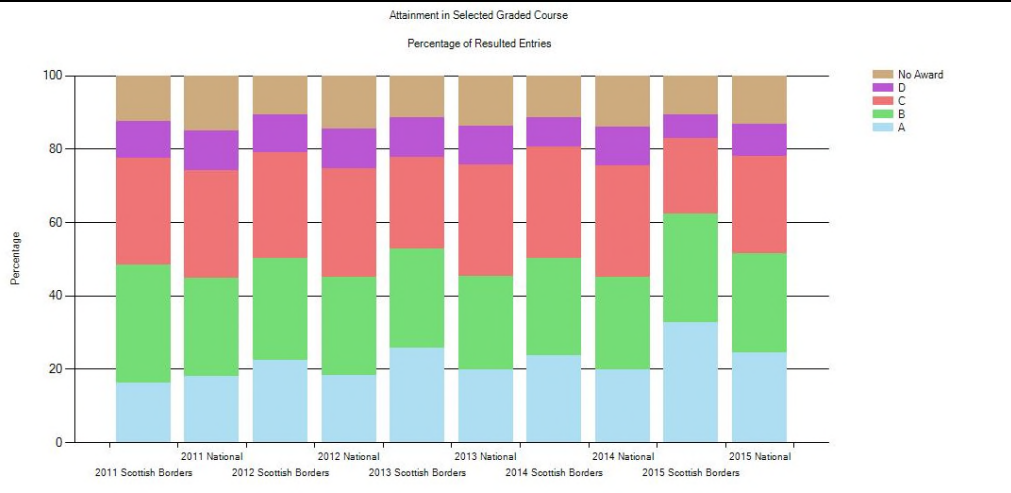
Attainment in National 5 English: % of resulted entries																																				
<p>Page 26</p>  <p>Attainment in Selected Graded Course Percentage of Resulted Entries</p> <table border="1"> <caption>Approximate data from the attainment chart</caption> <thead> <tr> <th>Year</th> <th>Region</th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>No Award</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>Scottish Borders</td> <td>50%</td> <td>28%</td> <td>15%</td> <td>5%</td> <td>2%</td> </tr> <tr> <td>2014</td> <td>National</td> <td>38%</td> <td>28%</td> <td>20%</td> <td>10%</td> <td>4%</td> </tr> <tr> <td>2015</td> <td>Scottish Borders</td> <td>58%</td> <td>22%</td> <td>12%</td> <td>5%</td> <td>3%</td> </tr> <tr> <td>2015</td> <td>National</td> <td>45%</td> <td>28%</td> <td>18%</td> <td>7%</td> <td>4%</td> </tr> </tbody> </table>	Year	Region	A	B	C	D	No Award	2014	Scottish Borders	50%	28%	15%	5%	2%	2014	National	38%	28%	20%	10%	4%	2015	Scottish Borders	58%	22%	12%	5%	3%	2015	National	45%	28%	18%	7%	4%	<p>The graph presents Scottish Borders attainment in National 5 English. It shows Scottish Borders attainment against national attainment for both 2014 and 2015.</p> <p>The % of pupils achieving grades A&B (74.53%) not only improved from 2014 to 2015 but is also above the national average (65.96%).</p> <p>Note: there are only 2 years’ worth of data at National 5 level as this is a new qualification.</p>
Year	Region	A	B	C	D	No Award																														
2014	Scottish Borders	50%	28%	15%	5%	2%																														
2014	National	38%	28%	20%	10%	4%																														
2015	Scottish Borders	58%	22%	12%	5%	3%																														
2015	National	45%	28%	18%	7%	4%																														

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Attainment in Higher English: % of resulted entries



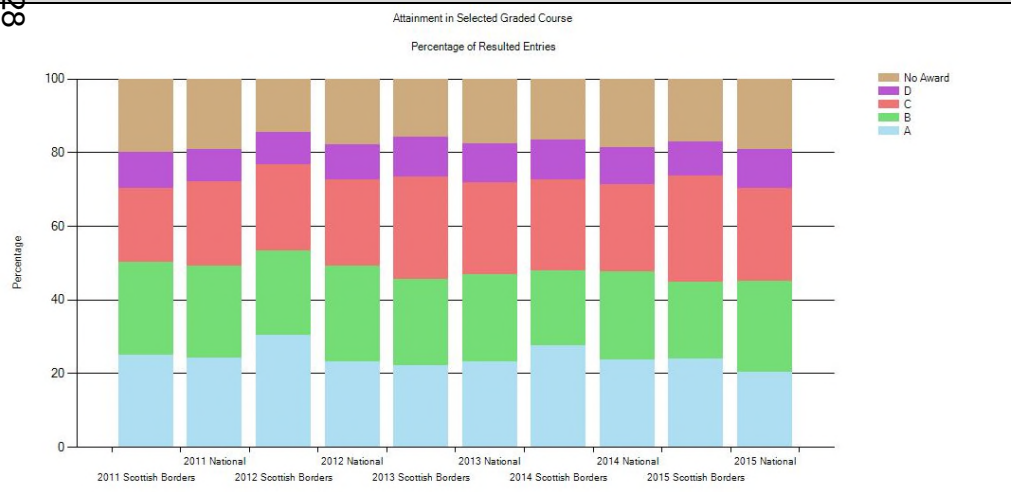
The graph presents Scottish Borders attainment in **Higher English**. It shows Scottish Borders attainment against national attainment since 2011.

The % of pupils attaining at Grade A and B in the Scottish Borders is increasing year on year (now 62.3%) and is above the Scottish average (51.51%).

The % receiving no award is reducing (now 10.54%) and is below the Scottish average (13.21%).

Page 28

Attainment in Higher Maths: % of resulted entries

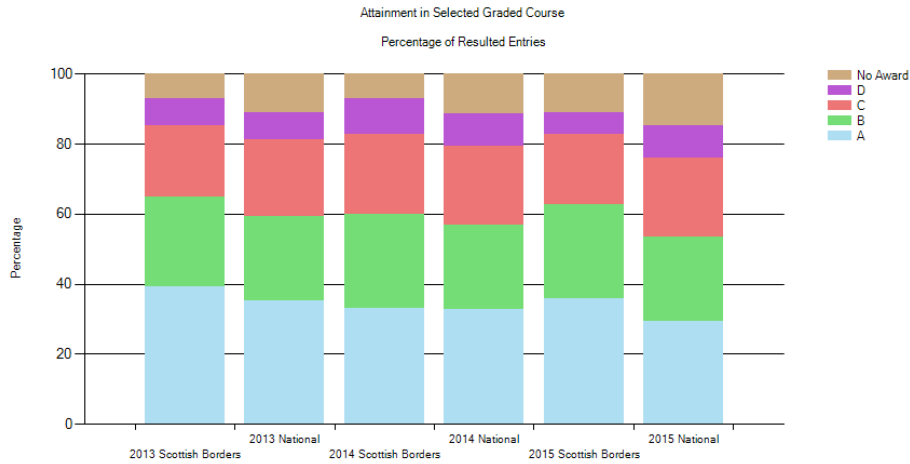


The graph presents Scottish Borders attainment in **Higher Maths**. It shows Scottish Borders attainment against national attainment since 2011.

The % of pupils attaining at Grades A and B has reduced slightly (now 44.78%) but is similar to the Scottish average (44.95%). However, the % of pupils attaining grades A-D (now 82.97%) is slightly above the Scottish average (80.76%).

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Attainment in Higher Chemistry: % of resulted entries

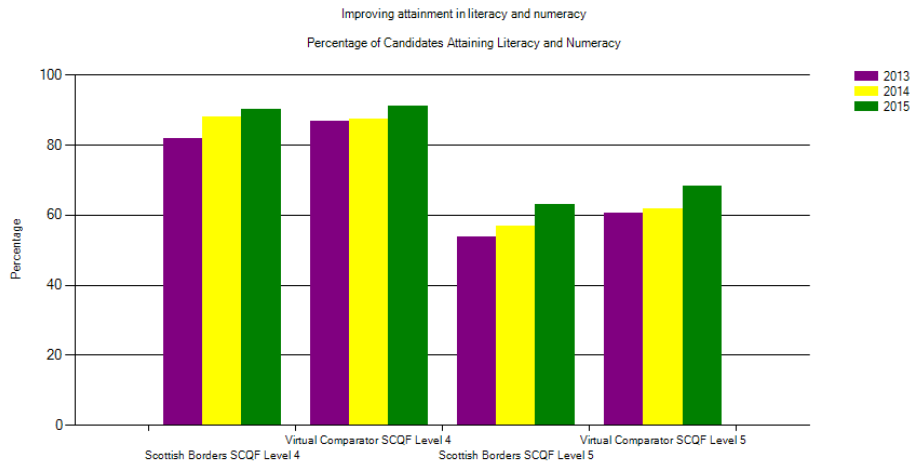


The graph presents Scottish Borders attainment in **Higher Chemistry**. It shows Scottish Borders attainment against national attainment since 2013.

The % of pupils attaining grades A and B has remained steady over the last 3 years (now 55.73%) and is ahead of the national figure (48.45%)

Page 20

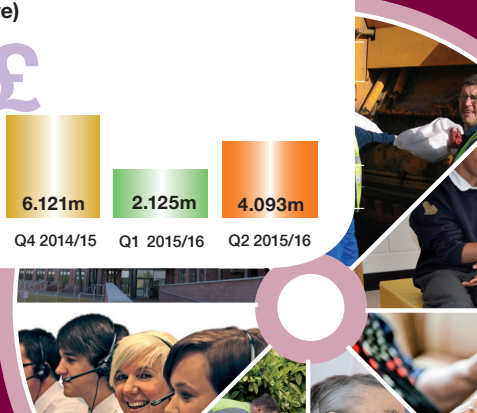
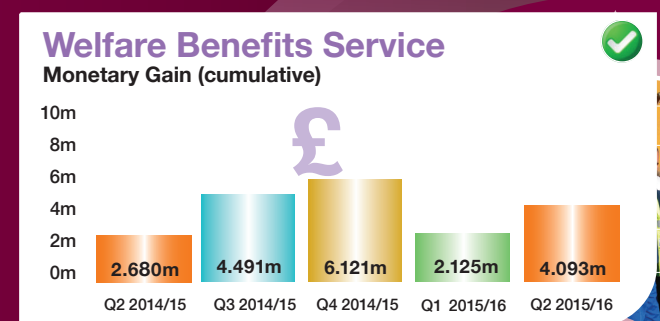
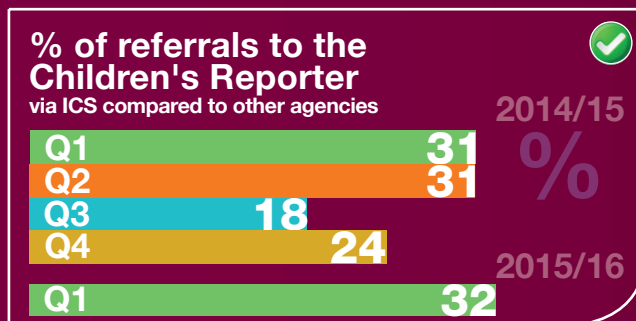
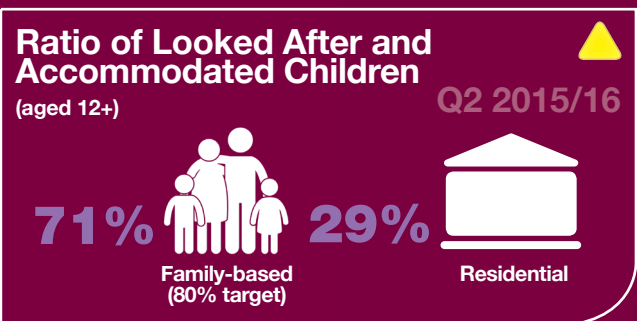
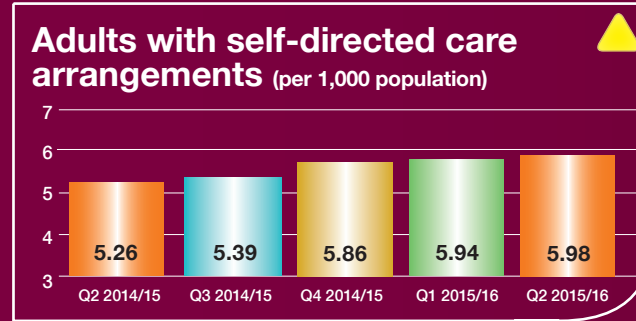
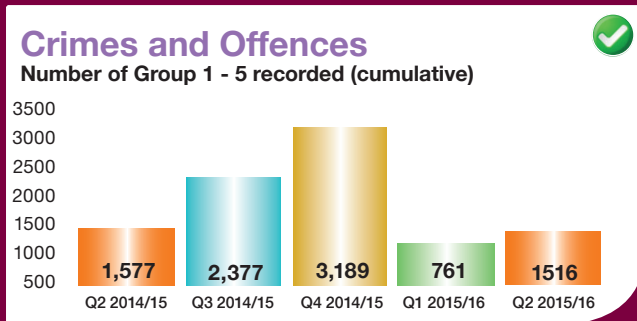
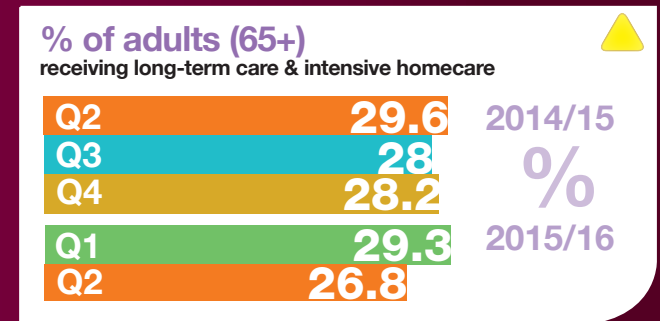
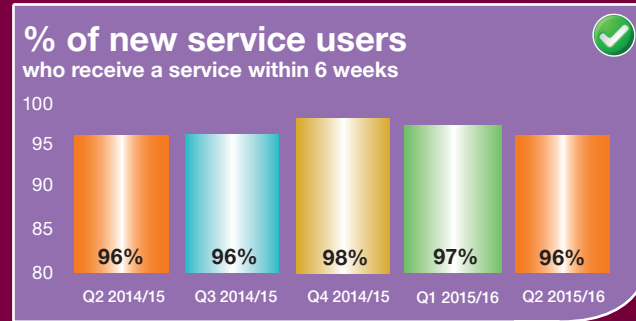
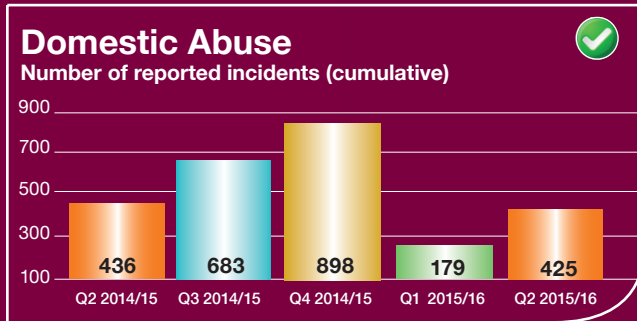
% of candidates attaining Literacy and Numeracy



The % of candidates attaining literacy and numeracy has improved steadily in Scottish Borders since 2013 at both Levels 4 and 5, and is only marginally behind our virtual comparator.

PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE

HOW ARE WE DOING?



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

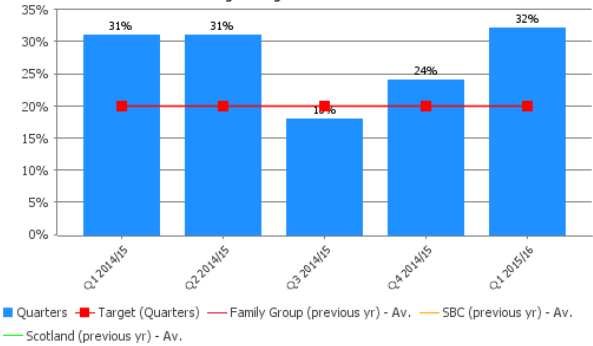


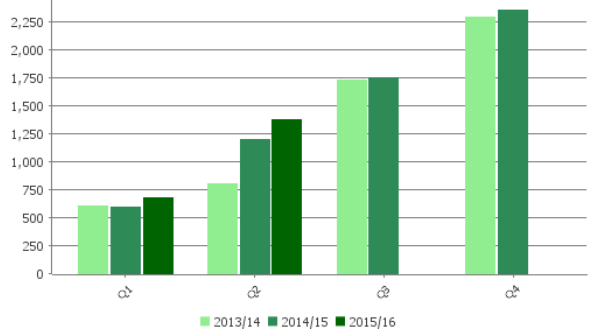


Corporate Priority 3: Provide high quality support, care and protection to children, young people, adults, families and older people

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
What % of people aged 65+ receive their care at home?	<p>CP03-P02P What % of people aged 65+ receive their care at home?</p> <table border="1"> <caption>Data for CP03-P02P</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>29.6%</td> </tr> <tr> <td>Q3 2014/15</td> <td>28.0%</td> </tr> <tr> <td>Q4 2014/15</td> <td>28.2%</td> </tr> <tr> <td>Q1 2015/16</td> <td>29.3%</td> </tr> <tr> <td>Q2 2015/16</td> <td>26.8%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2 2014/15	29.6%	Q3 2014/15	28.0%	Q4 2014/15	28.2%	Q1 2015/16	29.3%	Q2 2015/16	26.8%	26.8%	<p>How are we performing: In line with new business plans this indicator will, in the near future, be replaced with new measurements providing a clearer indication of performance within this area. The target has been revised downwards from Q1 2015/16, reflecting the move to Self-Directed Support (SDS)</p> <p>Actions we are taking to improve/maintain performance: Further investigation to identify the best indicators which will focus efforts on how to design and delivery a home care service that can help prevent those most at risk of unplanned hospital admissions will be completed within the next quarter.</p>			Elaine Torrance
Quarter	Value (%)																	
Q2 2014/15	29.6%																	
Q3 2014/15	28.0%																	
Q4 2014/15	28.2%																	
Q1 2015/16	29.3%																	
Q2 2015/16	26.8%																	
The number of adults with self-directed care (SDS) arrangements per 1,000 population	<p>CP03-P04P The number of adults with self-directed care arrangements per 1,000 population</p> <table border="1"> <caption>Data for CP03-P04P</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>5.26</td> </tr> <tr> <td>Q3 2014/15</td> <td>5.39</td> </tr> <tr> <td>Q4 2014/15</td> <td>5.86</td> </tr> <tr> <td>Q1 2015/16</td> <td>5.94</td> </tr> <tr> <td>Q2 2015/16</td> <td>5.98</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	5.26	Q3 2014/15	5.39	Q4 2014/15	5.86	Q1 2015/16	5.94	Q2 2015/16	5.98	5.98	<p>How are we performing: This PI continues to increase with all new individuals being supported using SDS and existing clients are being moved from traditional methods to SDS. April 2015 was the first year anniversary of the introduction of the SDS approach and by 2017 all individuals are expect to be working with SDS.</p> <p>Actions we are taking to improve/maintain performance: Additional reporting of existing clients on traditional methods is being used to assist the movement towards all clients using the SDS approach. Any reassessments are conducted using the SDS approach and the movement of this PI in an upward direction continues to be our focus.</p>			Elaine Torrance
Quarter	Value																	
Q2 2014/15	5.26																	
Q3 2014/15	5.39																	
Q4 2014/15	5.86																	
Q1 2015/16	5.94																	
Q2 2015/16	5.98																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By
What % of people contacting Social Work receive a service within 6 weeks of their assessment?	<p>CP03-P28P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</p>	96%	<p>How are we performing: Over 95% of people contacting Social Work receive a service within 6 weeks of assessment. This figure has remained consistently over 95% for the past 2 years.</p> <p>Actions we are taking to improve/maintain performance: Continued maintenance and development of reporting within this PI to further enhance and identify any issues has allowed the PI to remain above target. Early recognition of any drop in service is quickly picked up and resolved.</p>			Elaine Torrance
What % of children (aged 12+) are accommodated with family rather than residential placements?	<p>CP03-P06P What % of children (aged 12+) are accommodated with family rather than residential placements?</p>	71%	<p>How are we performing: Small downward fluctuation within this indicator.</p> <p>Actions we are taking to improve/maintain performance: Continued action is underway to increase the number of children in family-based placements in comparison to residential. This includes increasing kinship care (which has increased steadily over the last 4 years) and the ongoing recruitment of foster carers. The target of 80% is ambitious and continues to drive this performance area.</p>			Ann Blackie

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By
What % of referrals to the Scottish Children's Reporter Administration are made through Integrated Children's Services?	<p>CP03-P30P What % of referrals to the Scottish Children's Reporter Administration are made through Integrated Children's Services?</p> 	32%	<p>Observations: Q1 has seen a rise in the number of referrals by social work.</p> <p>Note: One quarter lag in data.</p>			Ann Blackie
How many people have received advice or advocacy through Welfare Benefits Service? (cumulative)	<p>CP03-P35P How many people have received advice or advocacy through Welfare Benefits Service? (cumulative)</p> 	1,379	<p>Observations: The statistics remain high although the percentage <i>above</i> target has reduced from 1st quarter. This would normally be expected given that this period covers the summer leave but interestingly when the statistics are reviewed for July alone they are the highest month to date.</p> <p>There have been an increased number of Tribunals and officers are dealing with an increasing number of <i>complex</i> cases as well as advising on a number of claims for Jobseekers following redundancies.</p>			Cathie Fancy

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By
How much money was gained for customers of the Welfare Benefits Service? (cumulative)	<p>CP03-P36P How much money was gained for customers of the Welfare Benefits Service? (cumulative)</p>	£4,093,388.00	In addition to the work our Welfare Benefits Service does, our contract with CAB is also an important part of offering advice, and they have approximately 250 live benefits every quarter, with just over £366k in welfare benefit gains achieved in Q2.			Cathie Fancy
How many incidents of domestic abuse are reported to Police Scotland? (cumulative)	<p>CP03-P37P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p>	425	<p>How are we performing: 9 fewer reported domestic abuse incidents than at the same point in 2014/15, which equates to a 2% reduction. The reduction in reporting of domestic abuse incidents in the current year is reflected across the Lothians and Scottish Borders region.</p> <p>Actions we are taking to improve/maintain performance: The Pathway Project continues to be delivered addressing the needs of high risk victims, in addition to providing longer term community support and a groupwork programme for children and their mothers. A presentation on the overall findings of an external evaluation and a set of recommendations was given to the Pathway Joint Advisory Board on 28th October 2015. The final report, after comments have been considered, is expected end of November 2015.</p> <p>The Pathway project funding has been extended by Big Lottery and Scottish Government to March 2016, this allows continuation of all three services - Domestic Abuse Advocacy Support service, Domestic Abuse Community</p>			Tony Hodges

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

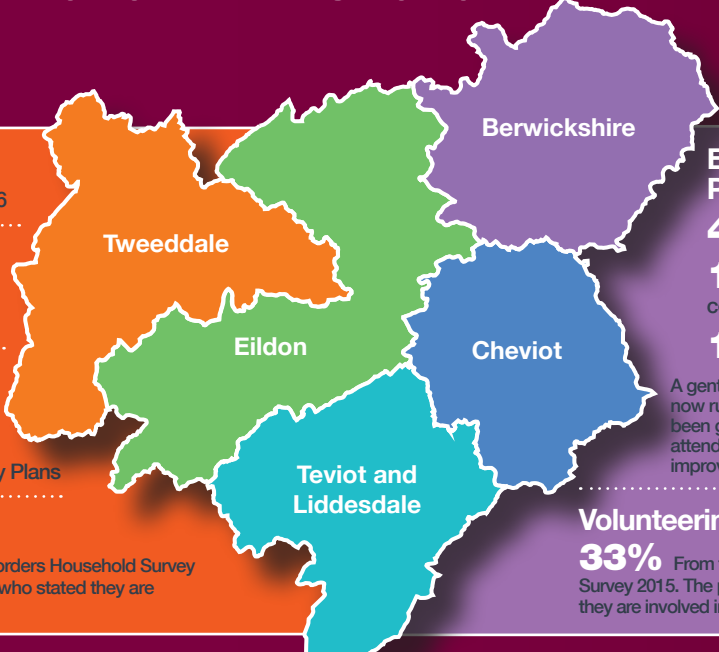
Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 35</p>			<p>Support Service, and the CEDAR Groupwork programme. There is currently no information from either funder as to the future availability of funding post 2016. The extension was based on excellent performance by the Pathway project and across all three services all targets and outcomes being exceeded. All three services are working on developing Exit Strategies.</p> <p>Multi-agency risk assessment (MARAC) has now been implemented, with the MARAC Coordinator post secured to March 2016. MARACs continue to be held every 4 weeks, and on average discuss 8 high risk cases.</p> <p>An early Stage 1 bid has been made to the Big Lottery for CEDAR as it fits with their 21st Century Life programme, this was then invited to proceed to a Stage 2 bid. It is expected that the full Stage 2 bid will go in before Xmas, and a decision will be given within 16 weeks of submission.</p>																			
<p>How many crimes and offences are recorded by Police Scotland? (cumulative)</p>	<p>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <caption>CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Q2 2013/14</td> <td>~800</td> <td>~750</td> <td>~750</td> </tr> <tr> <td>Q2 2014/15</td> <td>~1,750</td> <td>~1,600</td> <td>~1,550</td> </tr> <tr> <td>Q2 2015/16</td> <td>~2,500</td> <td>~2,350</td> <td>~3,250</td> </tr> </tbody> </table>	Quarter	2013/14	2014/15	2015/16	Q2 2013/14	~800	~750	~750	Q2 2014/15	~1,750	~1,600	~1,550	Q2 2015/16	~2,500	~2,350	~3,250	<p>1,516</p>	<p>How are we performing: Quarter 2 shows an overall decrease in crime by 57 offences (3.6%) compared to the same time period last year. However, there has been a month on month reduction in crimes since May 2015 and if this trend continues we should be on course to meet our target for the year.</p> <p>Actions we are taking to improve/maintain performance Continued delivery of the Local Policing Plan and a recent refresh of local Multi-Member Ward Plans have identified local issues and concerns in the community that will be tackled in the coming year. This includes all aspects of reported crime. Partnership work continues with a focus on preventing violence against women, reducing Antisocial Behaviour, Injury Prevention and reducing the impact of drugs and alcohol in our communities.</p>			<p>Tony Hodges</p>
Quarter	2013/14	2014/15	2015/16																			
Q2 2013/14	~800	~750	~750																			
Q2 2014/15	~1,750	~1,600	~1,550																			
Q2 2015/16	~2,500	~2,350	~3,250																			

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How much money is seized by Police Scotland? (cumulative)	<p>CP03-P14P How much money is seized by Police Scotland? (cumulative)</p> <table border="1"> <caption>Cumulative Cash Seizures by Police Scotland</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>1,519,753.00</td> </tr> <tr> <td>Q3 2014/15</td> <td>1,525,415.00</td> </tr> <tr> <td>Q4 2014/15</td> <td>1,392,235.00</td> </tr> <tr> <td>Q1 2015/16</td> <td>107,923.00</td> </tr> <tr> <td>Q2 2015/16</td> <td>107,923.00</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), ■ Family Group (previous yr) - Av., ■ SBC (previous yr) - Av., ■ Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q2 2014/15	1,519,753.00	Q3 2014/15	1,525,415.00	Q4 2014/15	1,392,235.00	Q1 2015/16	107,923.00	Q2 2015/16	107,923.00	£107,923.00	<p>Observations:</p> <p>No further cash seizures or restraints in quarter 2.</p> <p>Proceeds of crime money is distributed to local areas via the "Cashback for Communities" Scheme, focused on youth diversionary activity.</p> <p>The delivery agent for Cashback for Communities, Inspiring Scotland, has been contacted to ask about flexibility with the programme moving forward to allow us to use money to meet local need.</p> <p>A response has been received confirming that all projected funds to 2017 will be directed towards sporting, cultural and employment programmes for children and young people. Any future change of direction after 2017 is unlikely to be considered before 2016.</p>			Tony Hodges
Quarter	Value (£)																	
Q2 2014/15	1,519,753.00																	
Q3 2014/15	1,525,415.00																	
Q4 2014/15	1,392,235.00																	
Q1 2015/16	107,923.00																	
Q2 2015/16	107,923.00																	

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?


Tweeddale
Berwickshire

Empowering Older People (started 2013)
13 activities started
4 activities now run by community
80-100 weekly attendees

We have worked with the Eastgate Centre in Peebles to deliver an outreach craft project in sheltered housing developments in Peebles.

400 signed up

Lottery Funding
£33,330 Q2 2015/16

Community Grant Scheme
£0 Q2 2015/16

Resilient communities
5 Active Community Council Resilient Community Plans

Volunteering
36% From the Scottish Borders Household Survey 2015. The percentage of people who stated they are involved in voluntary work.



Empowering Older People (started 2013)
4 activities started
1 activities now run by community
12-16 weekly attendees

A gentle exercise class in Leitholm is now run by the community and has been going for two years. Many people attending the class report significant improvements in health and mobility.

450 signed up

Lottery Funding
£86,930 Q2 2015/16

Community Grant Scheme
£9,603 Q2 2015/16

Resilient communities
12 Active Community Council Resilient Community Plans

Volunteering
33% From the Scottish Borders Household Survey 2015. The percentage of people who stated they are involved in voluntary work.



Empowering Older People (started 2013)
3 activities started
0 activities now run by community
50 weekly attendees

Walking football started and now part of Gala Fairydean Rovers FC.

750 signed up

Lottery Funding
£53,139 Q2 2015/16

Community Grant Scheme
£31,908 Q2 2015/16

Resilient communities
6 Active Community Council Resilient Community Plans

Volunteering
27% From the Scottish Borders Household Survey 2015. The percentage of people who stated they are involved in voluntary work.



Empowering Older People (started 2013)
 Teviot and Liddesdale is not currently covered by the project remit.

250 signed up

Lottery Funding
£21,740 Q2 2015/16

Community Grant Scheme
£2,880 Q2 2015/16

Resilient communities
1 Active Community Council Resilient Community Plan

Volunteering
26% From the Scottish Borders Household Survey 2015. The percentage of people who stated they are involved in voluntary work.



Empowering Older People (started 2013)
8 activities started
1 activities now run by community
70 weekly attendees

Regular exercise class now running in Abbey Row, Kelso now self sustaining with approximately 20 people attending each week.


450 signed up

Lottery Funding
£9,088 Q2 2015/16

Community Grant Scheme
£3,482 Q2 2015/16

Resilient communities
7 Active Community Council Resilient Community Plans

Volunteering
31% From the Scottish Borders Household Survey 2015. The percentage of people who stated they are involved in voluntary work.




BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

HOW ARE WE DOING?

Borders Railway Celebration Fund

On Wednesday the 9th of September 2015 Her Majesty The Queen and His Royal Highness The Duke of Edinburgh officially opened the Borders Railway line running from Edinburgh Waverley to Tweedbank, Galashiels.

The Borders Railway Celebration Fund was set up with the aim of encouraging people and communities to come together to celebrate the return of the Borders Railway. The fund was open to all non profit-making, voluntary and community organisations, Community Councils, schools, public bodies and places of worship based in the Scottish Borders and has been a great success with 31 awards made to a total value of £60k. This infographic gives some examples of awards made in each locality.

Berwickshire

No applications were received from the Berwickshire area.

Tweeddale

Innerleithen Community Trust

awarded £1600

For the provision of railway heritage interpretation boards at places of interest along the Tweed Valley Railway Path on the Cardrona to Innerleithen section.

Probus Club of Innerleithen, Walkerburn & Traquair

awarded £600

The club took a Celebratory trip on the new railway incorporating 60 members/spouses/guests in the 60-90 age range. This included a trip on the Edinburgh trams and a stop off on return at Stow Station.

Eildon

Tweedbank Primary School

awarded £3219

To create a childrens library which will be named 'The Reading Station'. The library will incorporate railway themed furniture alongside a selection of railway themed books.

Parish of Stow Community Council

awarded £5145

An opening day celebration involving local community and visitors to Stow was conducted. The event hosted a farmers market, railway exhibition by local photography club, displays by local businesses/community groups, childrens entertainment, music, food and beverages.

Broomlands Primary School

awarded £344

Celebratory trip for primary school children on board the Borders Railway incorporating a visit to the Scottish Mining Museum at Newtongrange on 26th October 2015.

Cheviot

Scottish Borders Rape Crisis Centre

awarded £2500

To celebrate the return of the Borders Railway, an event incorporating a talk on the railway and working model train displays will be held at Ednam House in Kelso in March 2016.

Teviot & Liddesdale

Future Hawick

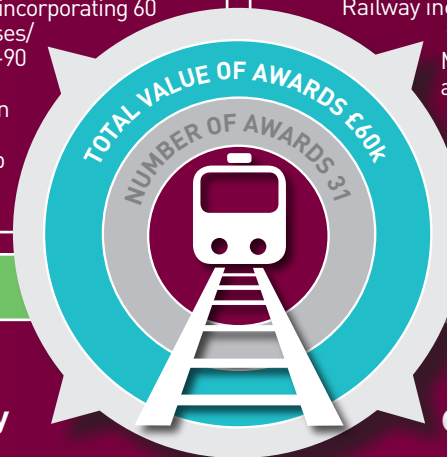
awarded £2056

Will be laying on 8 Celebratory coach tours to take place in December 2015 with passengers being transported from Galashiels Interchange to Hawick Town Centre. A coach will carry a volunteer courier pointing out places of interest along the route at Galashiels, Selkirk, Denholm and Jedburgh.

Firebrand Theatre Company

awarded £7650

Firebrand Theatre Company Ltd will be staging 3 performances of 'The Great Train Race' at Heart of Hawick in November 2015. The story is based around the overnight races between the East and West Coast rail services between Aberdeen and London.



Corporate Priority 4: Build the capacity and resilience of our communities and voluntary sector

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																		
How many grants did we award from the Community Grant Scheme (CGS)?	<p>CP04-P01P How many grants did we award from the Community Grant Scheme?</p> <table border="1"> <caption>CP04-P01P Data</caption> <thead> <tr> <th>Quarter</th> <th>Grants Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>8</td> </tr> <tr> <td>Q3-2014/15</td> <td>15</td> </tr> <tr> <td>Q4-2014/15</td> <td>15</td> </tr> <tr> <td>Q1-2015/16</td> <td>13</td> </tr> <tr> <td>Q2-2015/16</td> <td>14</td> </tr> </tbody> </table>	Quarter	Grants Awarded	Q2-2014/15	8	Q3-2014/15	15	Q4-2014/15	15	Q1-2015/16	13	Q2-2015/16	14	14	<p>How are we doing: There has been an increase in Community Grant Scheme (CGS) demand in Q2 15/16. Following changes to the "Awards for All (AFA)" process, some projects, previously referred to AFA, have had to be funded by CGS due to project timescales. The CGS has responded well to this external change but budgets overall are lower than normal at this stage of the year.</p> <p>The total project costs are higher in Q2 15/16. This also may be linked to the AFA changes where some larger projects have come to the CGS due to timescales.</p>			Shona Smith						
Quarter	Grants Awarded																							
Q2-2014/15	8																							
Q3-2014/15	15																							
Q4-2014/15	15																							
Q1-2015/16	13																							
Q2-2015/16	14																							
What was the value of the Community Grant Scheme grants awarded? (CP04-P02aP)	<p>Exec - Community Grant Scheme: Grants / Total Project Value</p> <table border="1"> <caption>Exec - Community Grant Scheme Data</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P02aP (Grants)</th> <th>CP04-P02P (Total Project Value)</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>£17,918</td> <td>£110,854</td> </tr> <tr> <td>Q3-2014/15</td> <td>£47,381</td> <td>£87,296</td> </tr> <tr> <td>Q4-2014/15</td> <td>£46,671</td> <td>£115,726</td> </tr> <tr> <td>Q1-2015/16</td> <td>£46,788</td> <td>£63,548</td> </tr> <tr> <td>Q2-2015/16</td> <td>£47,873</td> <td>£142,586</td> </tr> </tbody> </table>	Quarter	CP04-P02aP (Grants)	CP04-P02P (Total Project Value)	Q2-2014/15	£17,918	£110,854	Q3-2014/15	£47,381	£87,296	Q4-2014/15	£46,671	£115,726	Q1-2015/16	£46,788	£63,548	Q2-2015/16	£47,873	£142,586	£47,873	<p>What are we doing to maintain/improve performance: We expect this to be a temporary situation while applicants adjust to the new AFA criteria and plan their projects to better meet the revised timescales. We are promoting the changes to AFA widely to raise awareness. We continue to support applicants to assess all external funding opportunities in order to achieve maximum benefit from the CGS budgets.</p>			Shona Smith
Quarter	CP04-P02aP (Grants)	CP04-P02P (Total Project Value)																						
Q2-2014/15	£17,918	£110,854																						
Q3-2014/15	£47,381	£87,296																						
Q4-2014/15	£46,671	£115,726																						
Q1-2015/16	£46,788	£63,548																						
Q2-2015/16	£47,873	£142,586																						
What was the total value of the projects the Community Grant Scheme money contributed to? (CP04-P02P)	<p>Exec - Community Grant Scheme: Grants / Total Project Value</p> <table border="1"> <caption>Exec - Community Grant Scheme Data</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P02aP (Grants)</th> <th>CP04-P02P (Total Project Value)</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>£17,918</td> <td>£110,854</td> </tr> <tr> <td>Q3-2014/15</td> <td>£47,381</td> <td>£87,296</td> </tr> <tr> <td>Q4-2014/15</td> <td>£46,671</td> <td>£115,726</td> </tr> <tr> <td>Q1-2015/16</td> <td>£46,788</td> <td>£63,548</td> </tr> <tr> <td>Q2-2015/16</td> <td>£47,873</td> <td>£142,586</td> </tr> </tbody> </table>	Quarter	CP04-P02aP (Grants)	CP04-P02P (Total Project Value)	Q2-2014/15	£17,918	£110,854	Q3-2014/15	£47,381	£87,296	Q4-2014/15	£46,671	£115,726	Q1-2015/16	£46,788	£63,548	Q2-2015/16	£47,873	£142,586	£142,586	<p>Community project size appears to be increasing as communities become more ambitious, costs rise and other funders increase programme and award levels. A new Big Lottery Fund Medium Grant (£150K) is likely to see this trend continue. We will continue to support applicants to assess all external funding opportunities in order to achieve maximum benefit from the CGS budgets.</p>			Shona Smith
Quarter	CP04-P02aP (Grants)	CP04-P02P (Total Project Value)																						
Q2-2014/15	£17,918	£110,854																						
Q3-2014/15	£47,381	£87,296																						
Q4-2014/15	£46,671	£115,726																						
Q1-2015/16	£46,788	£63,548																						
Q2-2015/16	£47,873	£142,586																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																					
How many grants did we award from the Landfill Communities Fund?	<p>CP04-P04P How many grants did we award from the Landfill Communities Fund?</p> <table border="1"> <caption>CP04-P04P How many grants did we award from the Landfill Communities Fund?</caption> <thead> <tr> <th>Quarter</th> <th>Grants Awarded</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>2</td> </tr> <tr> <td>Q3 2014/15</td> <td>2</td> </tr> <tr> <td>Q4 2014/15</td> <td>3</td> </tr> <tr> <td>Q1 2015/16</td> <td>4</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> </tr> </tbody> </table>	Quarter	Grants Awarded	Q2 2014/15	2	Q3 2014/15	2	Q4 2014/15	3	Q1 2015/16	4	Q2 2015/16	0	0	<p>How are we doing: Q1 15/16 refers to UK Landfill Communities Fund generated from 14/15 funds.</p> <p>Landfill taxation was devolved to Scotland as of April 2015 and Scotland is no longer part of the UK scheme. A Scottish Landfill Communities Fund (SLCF) is being developed <u>but has not yet been launched.</u></p> <p>What are we doing to maintain/improve performance: We are working with BCCF Environmental (the approved applicant under the SLCF) to influence coverage and ensure a new scheme is in place by Dec. 2015. We continue to support projects to apply as normal, via BCCF Environmental, and to ensure full spend of all funds by 3/16.</p>			Shona Smith									
Quarter	Grants Awarded																										
Q2 2014/15	2																										
Q3 2014/15	2																										
Q4 2014/15	3																										
Q1 2015/16	4																										
Q2 2015/16	0																										
What was the value of the Landfill Communities Fund Grants awarded? (CP04-P05P)	<p>Exec - Landfill Communities Fund: Grants / Total Project Value</p> <table border="1"> <caption>Exec - Landfill Communities Fund: Grants / Total Project Value</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P05</th> <th>CP04-P05a</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>£99,457</td> <td>£900,699</td> </tr> <tr> <td>Q2 2014/15</td> <td>£37,795</td> <td>£223,680</td> </tr> <tr> <td>Q3 2014/15</td> <td>£33,486</td> <td>£37,598</td> </tr> <tr> <td>Q4 2014/15</td> <td>£52,122</td> <td>£342,491</td> </tr> <tr> <td>Q1 2015/16</td> <td>£91,640</td> <td>£203,925</td> </tr> <tr> <td>Q2 2015/16</td> <td>£0</td> <td>£0</td> </tr> </tbody> </table>	Quarter	CP04-P05	CP04-P05a	Q1 2014/15	£99,457	£900,699	Q2 2014/15	£37,795	£223,680	Q3 2014/15	£33,486	£37,598	Q4 2014/15	£52,122	£342,491	Q1 2015/16	£91,640	£203,925	Q2 2015/16	£0	£0	£0				Shona Smith
Quarter	CP04-P05	CP04-P05a																									
Q1 2014/15	£99,457	£900,699																									
Q2 2014/15	£37,795	£223,680																									
Q3 2014/15	£33,486	£37,598																									
Q4 2014/15	£52,122	£342,491																									
Q1 2015/16	£91,640	£203,925																									
Q2 2015/16	£0	£0																									
What was the total value of the projects the Landfill Communities Fund money contributed to? (CP04-P05aP)		£0			Shona Smith																						

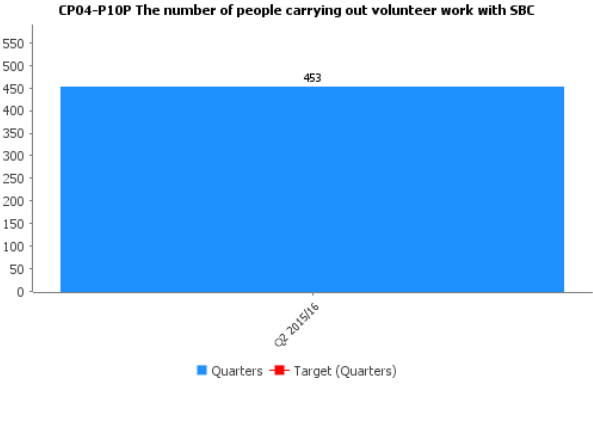


Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How much National Lottery Funding (grants up to £10,000) was received in the Scottish Borders?	<p>CP04-P07aP How much National Lottery Funding (grants up to £10,000) was received in the Scottish Borders?</p> <table border="1"> <caption>Data for CP04-P07aP</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>281,626</td> </tr> <tr> <td>Q3 2014/15</td> <td>185,150</td> </tr> <tr> <td>Q4 2014/15</td> <td>48,997</td> </tr> <tr> <td>Q1 2015/16</td> <td>41,945</td> </tr> <tr> <td>Q2 2015/16</td> <td>152,074</td> </tr> </tbody> </table>	Quarter	Value (£)	Q2 2014/15	281,626	Q3 2014/15	185,150	Q4 2014/15	48,997	Q1 2015/16	41,945	Q2 2015/16	152,074	£152,074	<p>How are we doing: Q2 is down in 15/16. There is no apparent reason for this other than fluctuating community level demand and the speed of large project development progress. Big Lottery Fund closed its large grant programmes in June 2015.</p> <p>What are we doing to maintain/improve performance: We continue to work on a significant level of pipeline projects, both community and SBC led. Three imminent community projects exceed £2m each and require significant support and multiple match funders.</p>			Shona Smith
Quarter	Value (£)																	
Q2 2014/15	281,626																	
Q3 2014/15	185,150																	
Q4 2014/15	48,997																	
Q1 2015/16	41,945																	
Q2 2015/16	152,074																	
How much National Lottery Funding (grants over £10,000) was received in the Scottish Borders?	<p>CP04-P07bP How much National Lottery Funding (grants over £10,000) was received in the Scottish Borders?</p> <table border="1"> <caption>Data for CP04-P07bP</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>125,956</td> </tr> <tr> <td>Q3 2014/15</td> <td>486,789</td> </tr> <tr> <td>Q4 2014/15</td> <td>824,781</td> </tr> <tr> <td>Q1 2015/16</td> <td>916,120</td> </tr> <tr> <td>Q2 2015/16</td> <td>60,163</td> </tr> </tbody> </table>	Quarter	Value (£)	Q2 2014/15	125,956	Q3 2014/15	486,789	Q4 2014/15	824,781	Q1 2015/16	916,120	Q2 2015/16	60,163	£60,163	<p>BIG's new programmes are expected to be launched in November 2015 and these will be promoted widely alongside all other lottery funded programmes.</p> <p>SBC has been involved in reviewing the new programmes and feeding back on policy and application content. This helps us to get ahead of the game when programmes are launched, with advanced understanding of new criteria and enables us to advise any current projects on new programmes prior to launch.</p>			Shona Smith
Quarter	Value (£)																	
Q2 2014/15	125,956																	
Q3 2014/15	486,789																	
Q4 2014/15	824,781																	
Q1 2015/16	916,120																	
Q2 2015/16	60,163																	
What was the total value of National Lottery Funding received in the Scottish Borders?	<p>CP04-P07P What was the total value of National Lottery Funding received in the Scottish Borders?</p> <table border="1"> <caption>Data for CP04-P07P</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>407,582.00</td> </tr> <tr> <td>Q3 2014/15</td> <td>671,939.00</td> </tr> <tr> <td>Q4 2014/15</td> <td>873,778.00</td> </tr> <tr> <td>Q1 2015/16</td> <td>958,065.00</td> </tr> <tr> <td>Q2 2015/16</td> <td>212,237.40</td> </tr> </tbody> </table>	Quarter	Value (£)	Q2 2014/15	407,582.00	Q3 2014/15	671,939.00	Q4 2014/15	873,778.00	Q1 2015/16	958,065.00	Q2 2015/16	212,237.40	£212,237.40				Shona Smith
Quarter	Value (£)																	
Q2 2014/15	407,582.00																	
Q3 2014/15	671,939.00																	
Q4 2014/15	873,778.00																	
Q1 2015/16	958,065.00																	
Q2 2015/16	212,237.40																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																		
How many community council areas have an active "Resilient Communities" plan? (CP04-P06aP) (cumulative)	<p>Exec - Community Resilience Plans - Active and Progressing</p> <table border="1"> <caption>Exec - Community Resilience Plans - Active and Progressing</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P06a (Active)</th> <th>CP04-P06b (Progressing)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>25</td> <td>15</td> </tr> <tr> <td>Q3 2014/15</td> <td>30</td> <td>14</td> </tr> <tr> <td>Q4 2014/15</td> <td>30</td> <td>20</td> </tr> <tr> <td>Q1 2015/16</td> <td>30</td> <td>20</td> </tr> <tr> <td>Q2 2015/16</td> <td>31</td> <td>21</td> </tr> </tbody> </table>	Quarter	CP04-P06a (Active)	CP04-P06b (Progressing)	Q2 2014/15	25	15	Q3 2014/15	30	14	Q4 2014/15	30	20	Q1 2015/16	30	20	Q2 2015/16	31	21	31	<p>How are we performing: There are now 31 community councils with an active plan, including Bowden. Newcastleton has now moved to 'progressing' and Jed Valley is awaiting a presentation early November.</p> <p>Currently, 11 communities are unable to progress, 2 are awaiting presentation and 5 have said they do not wish to join up</p>			Jim Fraser
Quarter		CP04-P06a (Active)	CP04-P06b (Progressing)																					
Q2 2014/15	25	15																						
Q3 2014/15	30	14																						
Q4 2014/15	30	20																						
Q1 2015/16	30	20																						
Q2 2015/16	31	21																						
How many community council areas have a progressing "Resilient Communities" plan? (CP04-P06bP) (cumulative)	21	<p>Actions we are taking to improve/maintain our performance: As the initiative is in its second year, numbers and targets will be reviewed in the coming months to review the next stage for those communities with active plans, and to plan the next steps for the initiative.</p>			Jim Fraser																			
How many people have registered for SB Alert?	<p>CP04-P08P How many people have registered for SB Alert?</p> <table border="1"> <caption>CP04-P08P How many people have registered for SB Alert?</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Registered)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>220</td> <td>-</td> </tr> <tr> <td>Q3 2014/15</td> <td>1,708</td> <td>-</td> </tr> <tr> <td>Q4 2014/15</td> <td>2,098</td> <td>-</td> </tr> <tr> <td>Q1 2015/16</td> <td>2,228</td> <td>-</td> </tr> <tr> <td>Q2 2015/16</td> <td>2,287</td> <td>2,287</td> </tr> </tbody> </table>	Quarter	Quarters (Registered)	Target (Quarters)	Q2 2014/15	220	-	Q3 2014/15	1,708	-	Q4 2014/15	2,098	-	Q1 2015/16	2,228	-	Q2 2015/16	2,287	2,287	2,287	<p>Observations: The number of people signing up to SB Alert is increasing slightly each quarter, allowing people to receive information on crimes and scans, and severe weather warnings. However to encourage wider usage, current SB Alert followers have been asked for feedback, which is being used in local press releases.</p> <p>Articles in SB Connect about getting ready for Winter will also encourage residents to sign up, promoting the benefits to individuals.</p>			Jim Fraser
Quarter	Quarters (Registered)	Target (Quarters)																						
Q2 2014/15	220	-																						
Q3 2014/15	1,708	-																						
Q4 2014/15	2,098	-																						
Q1 2015/16	2,228	-																						
Q2 2015/16	2,287	2,287																						

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By						
<p>How many people have carried out volunteer work with SBC?</p> <p>NEW</p>	<p>CP04-P10P The number of people carrying out volunteer work with SBC</p>  <table border="1"> <caption>Data for CP04-P10P</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>453</td> <td>453</td> </tr> </tbody> </table>	Quarter	Value	Target	Q2 2015/16	453	453	453	<p>Observations: Baseline this quarter.</p> <p>In Q2 we had 453 volunteers who worked a total of 2027.5 hours. This equates to an economic benefit of £24,613 to SBC. (This does NOT include Railway or Tour of Britain volunteers)</p> <p>Economic benefit is calculated as follows: <i>the number of volunteers X the average number of hours X average hourly wage*</i></p> <p>*average hourly pay for those living in the Scottish Borders = £12.14 (2014), provided by Nomis.</p>			Shona Smith
Quarter	Value	Target										
Q2 2015/16	453	453										

MAINTAIN AND IMPROVE OUR HIGH QUALITY ENVIRONMENT HOW ARE WE DOING?

Improving Road Safety

Number of people killed on Scottish Borders roads

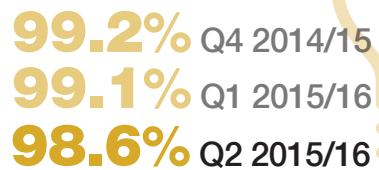


Number of people seriously injured on Scottish Borders roads



Street lighting

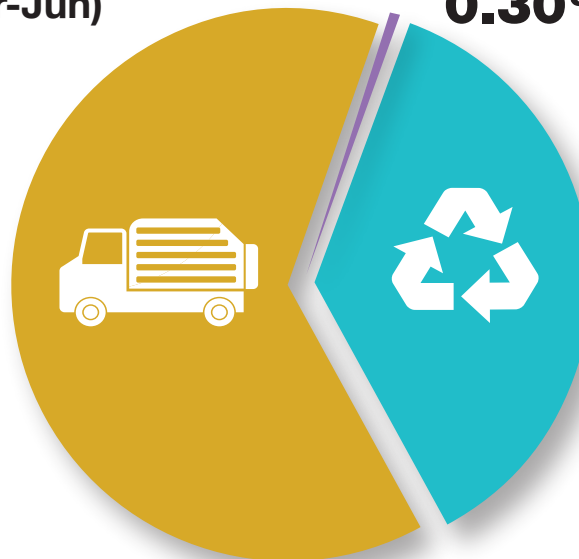
% of faults repaired within 7 days



Annual Household Waste (unverified) Q2 2015 (Apr-Jun)

Q2 2015 (Apr-Jun)

63.24%



0.30%

recycle for
Scottish Borders

- Landfill
- Recycling
- Other treatment

Average Community Recycling Centre Recycling Rate

50.0%

Q2 2014

51.6%

Q2 2015



Corporate Priority 5: Maintain and improve our high quality environment

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																																				
How many people are killed on our roads?	<p>CP05-P67vP How many people are killed on our roads?</p> <table border="1"> <caption>Data for CP05-P67vP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q2 2014</td> <td>3</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2014</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2014</td> <td>4</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q1 2015</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2015</td> <td>3</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2 2014	3	0	0	0	0	Q3 2014	0	0	0	0	0	Q4 2014	4	0	0	0	0	Q1 2015	0	0	0	0	0	Q2 2015	3	0	0	0	0	3	<p>How are we performing: The second quarter's figures have now been validated and it is confirmed that there were three fatalities on Scottish Borders roads for that period.</p> <p>Actions we are taking to improve/maintain performance: Continue to work with Police Scotland and other partners and carry out analysis to identify accident cluster sites and remedial measures.</p>			Colin Ovens
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																					
Q2 2014	3	0	0	0	0																																					
Q3 2014	0	0	0	0	0																																					
Q4 2014	4	0	0	0	0																																					
Q1 2015	0	0	0	0	0																																					
Q2 2015	3	0	0	0	0																																					
How many people are seriously injured on our roads?	<p>CP05-P68vP How many people are seriously injured on our roads?</p> <table border="1"> <caption>Data for CP05-P68vP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q2 2014</td> <td>28</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2014</td> <td>18</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2014</td> <td>10</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q1 2015</td> <td>5</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2015</td> <td>16</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2 2014	28	0	0	0	0	Q3 2014	18	0	0	0	0	Q4 2014	10	0	0	0	0	Q1 2015	5	0	0	0	0	Q2 2015	16	0	0	0	0	16			Colin Ovens	
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																					
Q2 2014	28	0	0	0	0																																					
Q3 2014	18	0	0	0	0																																					
Q4 2014	10	0	0	0	0																																					
Q1 2015	5	0	0	0	0																																					
Q2 2015	16	0	0	0	0																																					
How quickly do reported faulty street lights get repaired?	<p>CP05-P13P How quickly do reported faulty street lights get repaired?</p> <table border="1"> <caption>Data for CP05-P13P</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> <th>Family Group (previous yr) - Av.</th> <th>SBC (previous yr) - Av.</th> <th>Scotland (previous yr) - Av.</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>97.2%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q3 2014/15</td> <td>98.3%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q4 2014/15</td> <td>99.0%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q1 2015/16</td> <td>99.0%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Q2 2015/16</td> <td>98.6%</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.	Q2 2014/15	97.2%	100%	100%	100%	100%	Q3 2014/15	98.3%	100%	100%	100%	100%	Q4 2014/15	99.0%	100%	100%	100%	100%	Q1 2015/16	99.0%	100%	100%	100%	100%	Q2 2015/16	98.6%	100%	100%	100%	100%	98.6%	<p>Observations: Q2 (July 2015 – September 2015) - 717 faults, 707 fixed within 7 days, 98.6%. An increase on the number of faults reported and repaired in Q2 of the previous financial year.</p>			Colin Ovens
Quarter	Quarters	Target (Quarters)	Family Group (previous yr) - Av.	SBC (previous yr) - Av.	Scotland (previous yr) - Av.																																					
Q2 2014/15	97.2%	100%	100%	100%	100%																																					
Q3 2014/15	98.3%	100%	100%	100%	100%																																					
Q4 2014/15	99.0%	100%	100%	100%	100%																																					
Q1 2015/16	99.0%	100%	100%	100%	100%																																					
Q2 2015/16	98.6%	100%	100%	100%	100%																																					

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How much of our household waste is recycled (%) (cumulative rolling average) CP05-P62uaP – UNVERIFIED (QTR)	<p>CP05-P62uaP How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average) CP05-P62aP</p> <table border="1"> <caption>Quarterly Household Waste Recycling Rates</caption> <thead> <tr> <th>Quarter</th> <th>Recycling Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2014</td> <td>39.30</td> </tr> <tr> <td>Q3-2014</td> <td>37.64</td> </tr> <tr> <td>Q4-2014</td> <td>36.85</td> </tr> <tr> <td>Q1-2015</td> <td>36.27</td> </tr> <tr> <td>Q2-2015</td> <td>36.46</td> </tr> </tbody> </table>	Quarter	Recycling Rate (%)	Q2-2014	39.30	Q3-2014	37.64	Q4-2014	36.85	Q1-2015	36.27	Q2-2015	36.46	36.46	<p>How are we performing: A decrease was seen from 2013 to 2014 primarily due to the removal of kerbside garden waste. Since the removal of garden waste the recycling rate has remained steady.</p> <p>Actions we are taking to improve/maintain performance: Between May and September 2015 we introduced food waste collections to households in Galashiels, Tweedbank, Peebles, Selkirk, Jedburgh and Hawick</p>			Ross Sharp-Dent
Quarter	Recycling Rate (%)																	
Q2-2014	39.30																	
Q3-2014	37.64																	
Q4-2014	36.85																	
Q1-2015	36.27																	
Q2-2015	36.46																	
How much of our household waste is recycled (%) (cumulative rolling average) CP05-P62vaP – VERIFIED (ANN)	<p>CP05-P62vaP Annual Household Recycling Rate (%) - VERIFIED (cumulative rolling average) CP05-P62vaP</p> <table border="1"> <caption>Annual Household Recycling Rates</caption> <thead> <tr> <th>Year</th> <th>Recycling Rate (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>46.30%</td> </tr> <tr> <td>2012</td> <td>42.80%</td> </tr> <tr> <td>2013</td> <td>41.30%</td> </tr> <tr> <td>2014</td> <td>36.70%</td> </tr> </tbody> </table>	Year	Recycling Rate (%)	2011	46.30%	2012	42.80%	2013	41.30%	2014	36.70%	36.70%			Ross Sharp-Dent			
Year	Recycling Rate (%)																	
2011	46.30%																	
2012	42.80%																	
2013	41.30%																	
2014	36.70%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
<p>How much of our household waste goes to landfill (%) (cumulative rolling average) CP05-P62bP – UNVERIFIED (QTR)</p>	<p>CP05-P62ubP How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average) CP05-P62bP</p> <table border="1"> <caption>CP05-P62ubP Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014</td> <td>60.43</td> </tr> <tr> <td>Q3 2014</td> <td>62.13</td> </tr> <tr> <td>Q4 2014</td> <td>62.90</td> </tr> <tr> <td>Q1 2015</td> <td>63.46</td> </tr> <tr> <td>Q2 2015</td> <td>63.24</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2014	60.43	Q3 2014	62.13	Q4 2014	62.90	Q1 2015	63.46	Q2 2015	63.24	63.24	<p>How are we performing: Although the amount of waste landfilled has remained fairly consistent over the last 4 quarters, a small increase in the percentage of waste to landfill has been seen from 2013 to 2014. This is due to the percentage decrease in the recycling rate, which was caused primarily by the removal of the kerbside garden waste service. The total tonnage of waste managed by the council has decreased over this same period, suggesting a positive reduction in total waste produced.</p>			Ross Sharp-Dent
Quarter	Value (%)																	
Q2 2014	60.43																	
Q3 2014	62.13																	
Q4 2014	62.90																	
Q1 2015	63.46																	
Q2 2015	63.24																	
<p>How much of our household waste goes to landfill (%) (cumulative rolling average) CP05-P62vbP – VERIFIED (ANN)</p> <p>NEW</p>	<p>CP05-P62vbP Annual Household Waste Landfilled Rate (%) - VERIFIED (cumulative rolling average) CP05-P62vbP</p> <table border="1"> <caption>CP05-P62vbP Annual Data</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>53.30%</td> </tr> <tr> <td>2012</td> <td>55.70%</td> </tr> <tr> <td>2013</td> <td>56.20%</td> </tr> <tr> <td>2014</td> <td>61.40%</td> </tr> </tbody> </table>	Year	Value (%)	2011	53.30%	2012	55.70%	2013	56.20%	2014	61.40%	61.40%	<p>Actions we are taking to improve/maintain performance: Between May and September 2015 we introduced food waste collections to households in Galashiels, Tweedbank, Peebles, Selkirk, Jedburgh and Hawick.</p>			Ross Sharp-Dent		
Year	Value (%)																	
2011	53.30%																	
2012	55.70%																	
2013	56.20%																	
2014	61.40%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By
How much of our household waste requires other treatment (%) (cumulative rolling average) CP05-P62cP – UNVERIFIED (QTR)	<p>CP05-P62cP How much of our household waste requires other treatment (%) - UNVERIFIED (cumulative rolling average) CP05-P62cP</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	0.30	<p>How are we performing: As the majority of our non-recyclable waste is disposed of in landfill, the amount of household waste treated continues to be very low. It has remained fairly constant over the last 4 quarters.</p>			Ross Sharp-Dent
How much of our household waste requires other treatment (%) (cumulative rolling average) CP05-P62vcP – UNVERIFIED (ANN)	<p>CP05-P62vcP Annual Household Waste 'Other Treatment' Rate (%) - VERIFIED (cumulative rolling average) CP05-P62vcP</p> <p>■ Years — Family Group - Av. — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland - Av. — Scotland (previous yr) - Av.</p>	1.90%	<p>Actions we are taking to improve/maintain performance: The treated waste is composed of material sent to our recyclers which cannot then be recycled, and is sent to thermal treatment rather than landfill. We continue to work with householders and our suppliers to minimise these contamination levels.</p>			Ross Sharp-Dent
How much of our waste do we recycle at Community Recycling Centres?	<p>CP05-P63P How much of our waste do we recycle at Community Recycling Centres?</p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	51.62	<p>How are we performing: The recycling rate at community recycling centres has remained fairly constant over the last four quarters.</p> <p>Actions we are taking to improve/maintain performance: We continue to encourage householders to split their waste into different streams at the Community Recycling Centres to maximise recycling. We are working on a redevelopment of Hawick Community Recycling Centre, and we opened Kelso Community Recycling Centre in May 2015.</p>			Ross Sharp-Dent

DEVELOP OUR WORKFORCE HOW ARE WE DOING?



Modern Apprentice, Accountancy, Blair Henderson

Work opportunities scheme Q1 2015/16 i

0
Employability Fund Posts

11
Student Placement

38
Current Apprentices
employed within SBC

Apprentices

There are many roles for apprentices, these are some examples

- Electrician
- Civil Engineering Technician
- Mechanic
- Management Support
- Cook



Modern Apprentice, Finance, Nicola Laing

Number of SBC active e-learners (cumulative)

4006

Q2 2015/16



SB Learn
Developing Our Workforce

Average % of working days lost ✓

3.9% Q2 2014/15

4% Q2 2015/16

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Corporate Priority 6: Develop our workforce

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
What % of working days are lost due to absence?	<p>CP06-P14P What % of working days are lost due to absence?</p> <table border="1"> <caption>CP06-P14P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>3.8%</td> </tr> <tr> <td>Q3-2014/15</td> <td>3.8%</td> </tr> <tr> <td>Q4-2014/15</td> <td>4%</td> </tr> <tr> <td>Q1-2015/16</td> <td>4%</td> </tr> <tr> <td>Q2-2015/16</td> <td>4%</td> </tr> </tbody> </table> <p>Legend: Blue bars = Quarters; Red line with square = Target (Quarters); Pink line with circle = Family Group (previous yr) - Av.; Orange line with triangle = SBC (previous yr) - Av.; Green line with diamond = Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q2-2014/15	3.8%	Q3-2014/15	3.8%	Q4-2014/15	4%	Q1-2015/16	4%	Q2-2015/16	4%	4%	<p>How are we performing: Overall, the Council continues to meet its target in relation to absence.</p> <p>Actions we are taking to improve/maintain performance: Each Service, including SB Cares, receives a monthly detailed report on absence rates in order that managers and HR advisors can work together to tackle areas where rates are higher than the target</p>			Clair Hepburn
Quarter	Value (%)																	
Q2-2014/15	3.8%																	
Q3-2014/15	3.8%																	
Q4-2014/15	4%																	
Q1-2015/16	4%																	
Q2-2015/16	4%																	
How many of our employees are actively using SB Learn (our e-learning tool)? (cumulative)	<p>CP06-P11P How many of our employees are actively using SB Learn (our e-learning tool)? (cumulative)</p> <table border="1"> <caption>CP06-P11P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>2,745</td> </tr> <tr> <td>Q3-2014/15</td> <td>3,165</td> </tr> <tr> <td>Q4-2014/15</td> <td>3,335</td> </tr> <tr> <td>Q1-2015/16</td> <td>3,624</td> </tr> <tr> <td>Q2-2015/16</td> <td>4,006</td> </tr> </tbody> </table> <p>Legend: Blue bars = Quarters; Red line with square = Target (Quarters); Pink line with circle = Family Group (previous yr) - Av.; Orange line with triangle = SBC (previous yr) - Av.; Green line with diamond = Scotland (previous yr) - Av.</p>	Quarter	Value	Q2-2014/15	2,745	Q3-2014/15	3,165	Q4-2014/15	3,335	Q1-2015/16	3,624	Q2-2015/16	4,006	4,006	<p>How are we performing: SB Learn continues to be used as a key learning tool by staff across all service areas and is a valuable part of the continuing development of staff</p> <p>Actions we are taking to improve/maintain performance: HR is currently exploring ways to ensure that the resources that are available online are made available to staff who don't have access to PCs at work.</p>			Clair Hepburn
Quarter	Value																	
Q2-2014/15	2,745																	
Q3-2014/15	3,165																	
Q4-2014/15	3,335																	
Q1-2015/16	3,624																	
Q2-2015/16	4,006																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																								
CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	<p>CP06-P45P CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</p> <table border="1"> <caption>CP06-P45P CP06-P45 Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>26</td> </tr> <tr> <td>Q3 2014/15</td> <td>36</td> </tr> <tr> <td>Q4 2014/15</td> <td>38</td> </tr> <tr> <td>Q1 2015/16</td> <td>63</td> </tr> <tr> <td>Q2 2015/16</td> <td>54</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	26	Q3 2014/15	36	Q4 2014/15	38	Q1 2015/16	63	Q2 2015/16	54	54	<p>Observations: There are currently 54 opportunities being provided within SBC through the Work Opportunities Policy. A breakdown is provided below.</p>			Cathie Fancy												
Quarter	Value																													
Q2 2014/15	26																													
Q3 2014/15	36																													
Q4 2014/15	38																													
Q1 2015/16	63																													
Q2 2015/16	54																													
How many posts do we currently have for young people that are paid for through the Skills Development Scotland "Employability Fund"? (CP06-P31P)	<p>Executive - Supported Employment excl. ESS</p> <table border="1"> <caption>Executive - Supported Employment excl. ESS</caption> <thead> <tr> <th>Quarter</th> <th>CP06-P31P</th> <th>CP06-P32P</th> <th>CP06-P37P</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>1</td> <td>2</td> <td>17</td> </tr> <tr> <td>Q3 2014/15</td> <td>0</td> <td>5</td> <td>25</td> </tr> <tr> <td>Q4 2014/15</td> <td>5</td> <td>5</td> <td>22</td> </tr> <tr> <td>Q1 2015/16</td> <td>1</td> <td>22</td> <td>25</td> </tr> <tr> <td>Q2 2015/16</td> <td>0</td> <td>11</td> <td>38</td> </tr> </tbody> </table> <p>Legend: ■ CP06-P31P ■ CP06-P32P ■ CP06-P37P</p>	Quarter	CP06-P31P	CP06-P32P	CP06-P37P	Q2 2014/15	1	2	17	Q3 2014/15	0	5	25	Q4 2014/15	5	5	22	Q1 2015/16	1	22	25	Q2 2015/16	0	11	38	0	<p>Observations: <u>Employability Fund</u> posts (<i>blue on graph</i>) are demand driven and contact will be made with departments when a suitable client is looking for an opportunity within an SBC department. To date all SBC departments have been supportive when approached to support a placement within their service. There are 3 placements currently being arranged within SBC for a start within the next few weeks. This year to date there has been 7 Employability Fund placements organised <i>out with</i> SBC.</p>			Cathie Fancy
Quarter	CP06-P31P	CP06-P32P	CP06-P37P																											
Q2 2014/15	1	2	17																											
Q3 2014/15	0	5	25																											
Q4 2014/15	5	5	22																											
Q1 2015/16	1	22	25																											
Q2 2015/16	0	11	38																											
How many student placements do we currently have? (CP06-P32P)		11	<p>The <u>student placement</u> (<i>green on graph</i>) process is currently being reviewed and changes made to how we link up students with appropriate departments.</p>			Cathie Fancy																								
How many apprentices do we currently employ? (CP06-P37P)		38	<p>There are currently 29 male and 9 female <u>apprentices</u> (<i>red on graph</i>) employed by SBC. Some were recruited during 2014/15, and some this financial year.</p>			Cathie Fancy																								

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

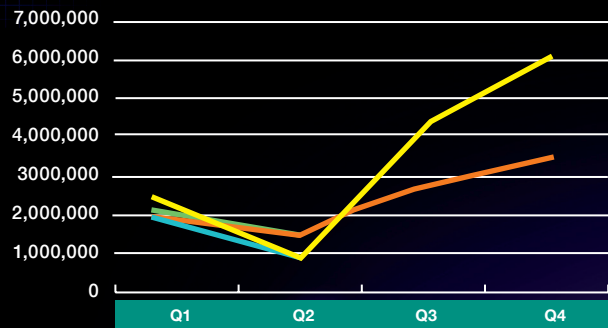
Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By						
CP06-P44 Work Opportunities Scheme - Current "Other" SBC opportunities	<p>CP06-P44P CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities</p> <table border="1"> <caption>CP06-P44P CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2015/16</td> <td>9</td> </tr> <tr> <td>Q2 2015/16</td> <td>5</td> </tr> </tbody> </table>	Quarter	Value	Q1 2015/16	9	Q2 2015/16	5	5	<p>Observations: "Other" opportunities include job tasters and short-term work experience. SBC departments will be contacted when a client is looking for a short work experience placement or job taster. This type of opportunity is driven by demand and depending on the client group and what stage individuals are at in their employment pathway, and it is therefore not possible to set targets.</p>			Cathie Fancy
Quarter	Value											
Q1 2015/16	9											
Q2 2015/16	5											

DEVELOP OUR ASSETS AND RESOURCES

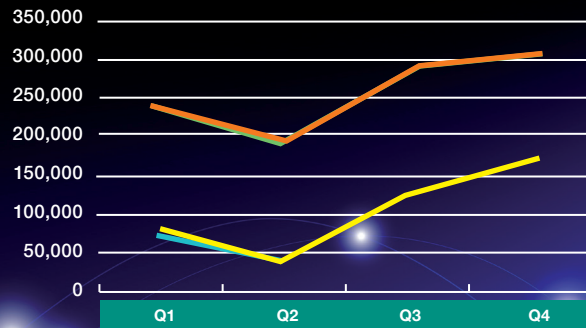
HOW ARE WE DOING?

Page 53

Energy Consumption (kWh)



Energy Consumption (£)



Electricity 2014/15 (orange), 2015/16 (green)
Gas 2014/15 (yellow), 2015/16 (blue)

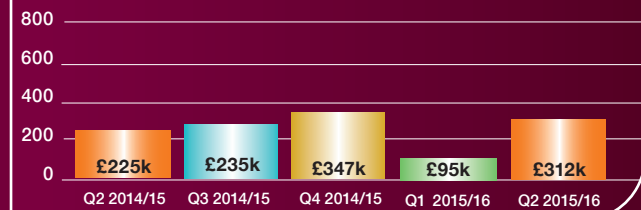
These consumption figures are quarterly actuals for only the 26 SBC "Half Hourly" monitored properties, the rest of the estate is only measured once a year.

Degree Day

Q1 & Q2 2015/16 have been cooler compared to the same period last year.



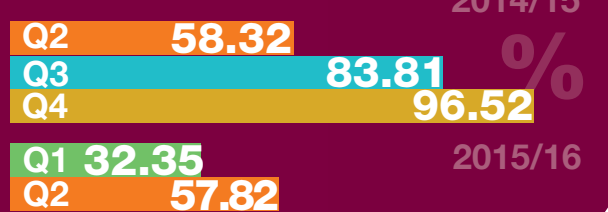
Capital Receipts Generated (cumulative)



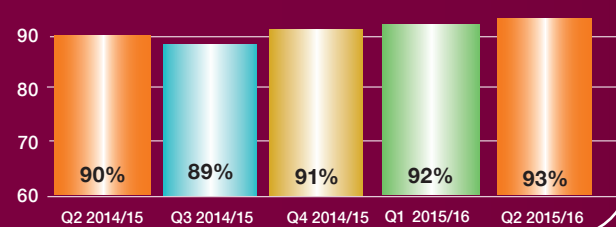
Total number of properties



% Council Tax in year collection (cumulative)



% Occupancy Rates of Industrial & Commercial units



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Corporate Priority 7: Develop our assets and resources

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How much Council Tax is collected in a particular year?	<p>CP07-P07P How much Council Tax is collected in a particular year?</p> <table border="1"> <caption>CP07-P07P Data</caption> <thead> <tr> <th>Year</th> <th>Q2 Collection %</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>~32%</td> </tr> <tr> <td>2014/15</td> <td>~58%</td> </tr> <tr> <td>2015/16</td> <td>~96%</td> </tr> </tbody> </table>	Year	Q2 Collection %	2013/14	~32%	2014/15	~58%	2015/16	~96%	57.82%	<p>How are we performing: Collection levels are lower than expected due to staff shortages (leading to backlogs) and a change in the way people are choosing to pay (over 12 months as opposed to 10)</p> <p>Actions we are taking to improve/maintain performance: Customer Services is currently addressing capacity within services to clear the backlog and our Sheriff Officers are running a new campaign to target "in year" recovery.</p>			Jenni Craig				
Year	Q2 Collection %																	
2013/14	~32%																	
2014/15	~58%																	
2015/16	~96%																	
What % of industrial & commercial properties, owned by the Council, are occupied?	<p>CP07-P06P What % of industrial & commercial properties, owned by the Council, are occupied?</p> <table border="1"> <caption>CP07-P06P Data</caption> <thead> <tr> <th>Quarter</th> <th>Occupied %</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>90%</td> </tr> <tr> <td>Q3-2014/15</td> <td>89%</td> </tr> <tr> <td>Q4-2014/15</td> <td>91%</td> </tr> <tr> <td>Q1-2015/16</td> <td>92%</td> </tr> <tr> <td>Q2-2015/16</td> <td>93%</td> </tr> </tbody> </table>	Quarter	Occupied %	Q2-2014/15	90%	Q3-2014/15	89%	Q4-2014/15	91%	Q1-2015/16	92%	Q2-2015/16	93%	93%	<p>Observations: The number of property enquiries has marginally increased compared to the first half of the year of 2014/15. Premises include the addition of the Galashiels Transport Interchange cafe.</p>			Bryan McGrath
Quarter	Occupied %																	
Q2-2014/15	90%																	
Q3-2014/15	89%																	
Q4-2014/15	91%																	
Q1-2015/16	92%																	
Q2-2015/16	93%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																
How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)	<p>CP07-P03P How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)</p> <table border="1"> <caption>CP07-P03P: Cumulative Revenue from Selling Fixed Assets</caption> <thead> <tr> <th>Quarter</th> <th>Revenue (£)</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>225,054.00</td> </tr> <tr> <td>Q3 2014/15</td> <td>234,845.00</td> </tr> <tr> <td>Q4 2014/15</td> <td>347,360.00</td> </tr> <tr> <td>Q1 2015/16</td> <td>95,297.00</td> </tr> <tr> <td>Q2 2015/16</td> <td>311,574.00</td> </tr> </tbody> </table>	Quarter	Revenue (£)	Q2 2014/15	225,054.00	Q3 2014/15	234,845.00	Q4 2014/15	347,360.00	Q1 2015/16	95,297.00	Q2 2015/16	311,574.00	£311,574.00	<p>How are we performing: A total of 4 properties have been sold over the 2nd reporting quarter. While there are signs of market recovery the capital receipts achieved are generally around the asking prices.</p> <p>Actions we are taking to improve/maintain performance: We are actively marketing 18 properties, and as part of our "Property and Assets" Corporate Transformation programme, we continue to examine the whole estate with a view to rationalisation where possible and appropriate, including realising opportunities with partners.</p>			Andrew Drummond-Hunt				
Quarter	Revenue (£)																					
Q2 2014/15	225,054.00																					
Q3 2014/15	234,845.00																					
Q4 2014/15	347,360.00																					
Q1 2015/16	95,297.00																					
Q2 2015/16	311,574.00																					
How many properties are no longer required? (CP07-P23)	<p>Executive - Properties no longer required</p> <table border="1"> <caption>Executive - Properties no longer required</caption> <thead> <tr> <th>Quarter</th> <th>CP07-P23P</th> <th>CP07-P24P</th> <th>CP07-P25P</th> </tr> </thead> <tbody> <tr> <td>Q4 2014/15</td> <td>28</td> <td>18</td> <td>5</td> </tr> <tr> <td>Q2 2015/16</td> <td>26</td> <td>17</td> <td>6</td> </tr> <tr> <td>Q2 2015/16</td> <td>28</td> <td>18</td> <td>9</td> </tr> </tbody> </table>	Quarter	CP07-P23P	CP07-P24P	CP07-P25P	Q4 2014/15	28	18	5	Q2 2015/16	26	17	6	Q2 2015/16	28	18	9	28	<p>How are we performing: Three properties on offer to Community Groups, five instructions have or are about to be sent to selling agents and are to be marketed in near future. Others are awaiting title clarification.</p>			Andrew Drummond-Hunt
Quarter		CP07-P23P	CP07-P24P	CP07-P25P																		
Q4 2014/15		28	18	5																		
Q2 2015/16	26	17	6																			
Q2 2015/16	28	18	9																			
How many properties are advertised for sale? (CP07-P24)	18	Discussions are ongoing with potential interested parties with a view to setting closing dates on a number of the properties currently being marketed.			Andrew Drummond-Hunt																	
How many properties are under offer? (CP07-P25)	9	One new property under offer following marketing exercise. A number of others are subject to long stop dates linked to planning consents. The remainder are sales to sitting tenants, adjoining land owners or to businesses for industrial development.			Andrew Drummond-Hunt																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																				
How much does the Council spend on electricity?	<p>CP07-P17aP How much does the Council spend on electricity?</p> <table border="1"> <caption>CP07-P17aP: Council spend on electricity (£)</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~£245,000</td> <td>~£235,000</td> <td>~£235,000</td> </tr> <tr> <td>Q2</td> <td>~£180,000</td> <td>~£180,000</td> <td>~£185,521</td> </tr> <tr> <td>Q3</td> <td>~£295,000</td> <td>~£290,000</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>~£310,000</td> <td>~£305,000</td> <td>-</td> </tr> </tbody> </table>	Quarter	2013/14	2014/15	2015/16	Q1	~£245,000	~£235,000	~£235,000	Q2	~£180,000	~£180,000	~£185,521	Q3	~£295,000	~£290,000	-	Q4	~£310,000	~£305,000	-	£185,521	<p>How are we performing: Electricity consumption (kWh) has fallen in both Q1 and Q2 of 2015-16. However an increase, in real terms, in the unit price of electricity has seen costs increase over this period.</p> <p>Actions we are taking to improve/maintain performance:</p>			Andrew Drummond-Hunt
Quarter	2013/14	2014/15	2015/16																							
Q1	~£245,000	~£235,000	~£235,000																							
Q2	~£180,000	~£180,000	~£185,521																							
Q3	~£295,000	~£290,000	-																							
Q4	~£310,000	~£305,000	-																							
How much electricity in kilowatt hours does the Council use?	<p>CP07-P17P How much electricity in kilowatt hours does the Council use?</p> <table border="1"> <caption>CP07-P17P: Council electricity use (kWh)</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~2,400,000</td> <td>~2,150,000</td> <td>~2,050,000</td> </tr> <tr> <td>Q2</td> <td>~1,700,000</td> <td>~1,600,000</td> <td>~1,550,000</td> </tr> <tr> <td>Q3</td> <td>~2,950,000</td> <td>~2,800,000</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>~3,400,000</td> <td>~3,500,000</td> <td>-</td> </tr> </tbody> </table>	Quarter	2013/14	2014/15	2015/16	Q1	~2,400,000	~2,150,000	~2,050,000	Q2	~1,700,000	~1,600,000	~1,550,000	Q3	~2,950,000	~2,800,000	-	Q4	~3,400,000	~3,500,000	-	1,538,238	<p>The Council's Built Estate continues to be reviewed as part of the Property & Assets Capital Investment programme and the wider Transformation programme. Works to examine the whole estate with a view to rationalisation where possible and appropriate (including realising opportunities with partners), and investigating options for implementing energy efficiency works to reduce energy consumption, carbon emissions and associated costs, are ongoing.</p>			Andrew Drummond-Hunt
Quarter	2013/14	2014/15	2015/16																							
Q1	~2,400,000	~2,150,000	~2,050,000																							
Q2	~1,700,000	~1,600,000	~1,550,000																							
Q3	~2,950,000	~2,800,000	-																							
Q4	~3,400,000	~3,500,000	-																							

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How much does the Council spend on gas?	<p>CP07-P18aP How much does the Council spend on gas?</p> <table border="1"> <caption>CP07-P18aP: Council spend on gas (£)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>~78,000</td> <td>~38,000</td> </tr> <tr> <td>2014/15</td> <td>~68,000</td> <td>~42,000</td> </tr> <tr> <td>2015/16</td> <td>~75,000</td> <td>~125,000</td> </tr> </tbody> </table>	Year	Q1	Q2	2013/14	~78,000	~38,000	2014/15	~68,000	~42,000	2015/16	~75,000	~125,000	£37,806	<p>How are we performing: Gas consumption (kWh) has risen in both Q1 and Q2 of 2015-16. The increases can be partially explained by cooler temperatures compared with last year (note that the Q2 reductions each year are because the heating is switched off between 1st June and 1st September).</p>			Andrew Drummond-Hunt
Year	Q1	Q2																
2013/14	~78,000	~38,000																
2014/15	~68,000	~42,000																
2015/16	~75,000	~125,000																
How much gas in kilowatt hours does the Council use?	<p>CP07-P18P How much gas in kilowatt hours does the Council use?</p> <table border="1"> <caption>CP07-P18P: Council gas use (kWh)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>~2,400,000</td> <td>~700,000</td> </tr> <tr> <td>2014/15</td> <td>~2,000,000</td> <td>~800,000</td> </tr> <tr> <td>2015/16</td> <td>~2,500,000</td> <td>~4,300,000</td> </tr> </tbody> </table>	Year	Q1	Q2	2013/14	~2,400,000	~700,000	2014/15	~2,000,000	~800,000	2015/16	~2,500,000	~4,300,000	878,922	<p>Actions we are taking to improve/maintain performance: As above.</p>			Andrew Drummond-Hunt
Year	Q1	Q2																
2013/14	~2,400,000	~700,000																
2014/15	~2,000,000	~800,000																
2015/16	~2,500,000	~4,300,000																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By																
Number of Capital Projects where RAG status is "Green"	<table border="1"> <caption>Executive - Capital Projects</caption> <thead> <tr> <th>Quarter</th> <th>Green (CP07-P49P)</th> <th>Amber (CP07-P50P)</th> <th>Red (CP07-P51P)</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>101</td> <td>18</td> <td>1</td> </tr> <tr> <td>Q2-2015/16</td> <td>101</td> <td>11</td> <td>1</td> </tr> <tr> <td>Q2-2015/16</td> <td>102</td> <td>14</td> <td>2</td> </tr> </tbody> </table>	Quarter	Green (CP07-P49P)	Amber (CP07-P50P)	Red (CP07-P51P)	Q2-2014/15	101	18	1	Q2-2015/16	101	11	1	Q2-2015/16	102	14	2	102	<p>How are we performing: Of the 118 capital projects being managed by the Capital Projects team, two (Peebles 3G Pitch and Hawick 3G Pitch) have a "red" status.</p> <p>Actions we are taking to improve/maintain performance: A Capital Projects tracker is presented to Corporate Management Team and to the Executive Committee on a regular basis. In relation to Peebles and Hawick 3G pitches a report will be taken to the January Executive on these specifically.</p>			Robert Ferrier
Quarter		Green (CP07-P49P)	Amber (CP07-P50P)	Red (CP07-P51P)																		
Q2-2014/15		101	18	1																		
Q2-2015/16	101	11	1																			
Q2-2015/16	102	14	2																			
Number of Capital Projects where RAG status is "Amber"	14			Robert Ferrier																		
Number of Capital Projects where RAG status is "Red"	2			Robert Ferrier																		

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

Interactions Q2 2015/16

logged through our Customer Relationship Management system

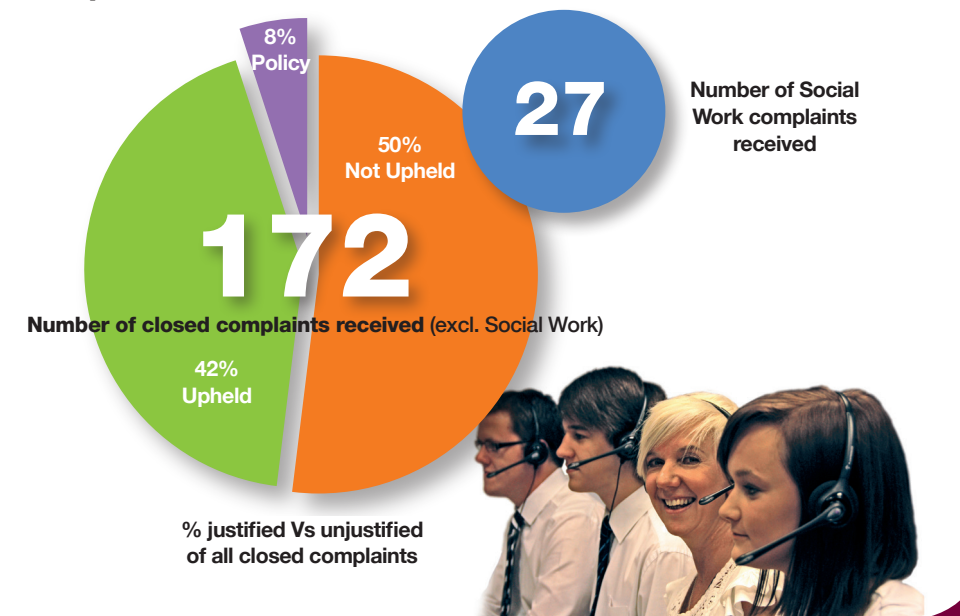
18,267
face to face interactions

24,897
voice interactions

Click before you call

www.scotborders.gov.uk

Complaints Q2 2015/16



Case Study

A customer applying for a school clothing grant made a complaint regarding the processing time of their application.

The customer has three children, with the youngest starting school in August. However, the application covered all the three children and was found to have been held back due to the youngest child not being enrolled on the school system. As a result, the application for the older two children was also delayed, despite all information required to process this already received.

A review of the procedure was carried, out resulting in an improvement being made to ensure that applications, where all information is held for children, can still be processed even if all information for a sibling is not held. This improvement allows a parent to make a start on buying school clothing while the follow up is conducted on the remaining application.

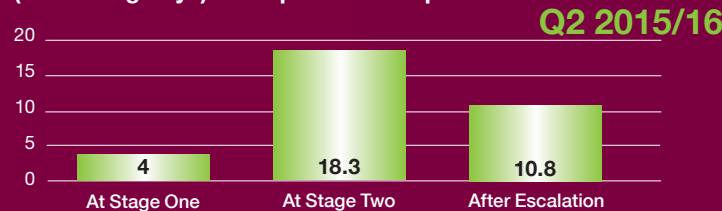
FOI Q2 2015/16

Freedom Of Information Requests received

280
% completed on time

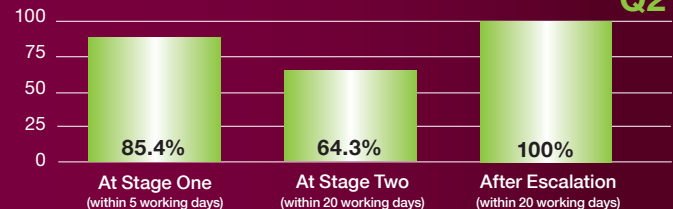
91%

Average Time (in working days) to respond to complaints



Performance against timescales

the number of complaints closed as a % of the total number



Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Corporate Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many transactions were logged as handled by Customer Services staff?	<p>CP08-P066P How many transactions were logged as handled by Customer Services staff?</p> <table border="1"> <caption>CP08-P066P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>53,603</td> </tr> <tr> <td>Q3-2014/15</td> <td>39,821</td> </tr> <tr> <td>Q4-2014/15</td> <td>45,690</td> </tr> <tr> <td>Q1-2015/16</td> <td>44,873</td> </tr> <tr> <td>Q2-2015/16</td> <td>44,338</td> </tr> </tbody> </table> <p>Legend: Quarters (blue), Target (Quarters) (red), Family Group (previous yr) - Av. (green), SBC (previous yr) - Av. (yellow), Scotland (previous yr) - Av. (light green)</p>	Quarter	Value	Q2-2014/15	53,603	Q3-2014/15	39,821	Q4-2014/15	45,690	Q1-2015/16	44,873	Q2-2015/16	44,338	44,338	<p>How are we performing: There has been a decrease of 535 (1.2%) interactions compared to Quarter 1 of 2015/16.</p> <p>There has been a decrease of 62 (0.3%) face-to-face interactions compared to Quarter 1 of 2015/16.</p> <p>There has been a decrease of 643 (2.5%) voice interactions compared to Quarter 1 of 2015/16.</p> <p>Actions we are taking to improve/maintain performance: Work is continuing to move customer contact from Face to Face and Telephone to other more flexible and cost effective channels.</p>			Les Grant; Portal Manager
Quarter	Value																	
Q2-2014/15	53,603																	
Q3-2014/15	39,821																	
Q4-2014/15	45,690																	
Q1-2015/16	44,873																	
Q2-2015/16	44,338																	
How many people were logged as coming into our Contact Centres to deal with our Customer Services staff face to face? (CP08-P63P)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Exec - Customer Services Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>20,004</td> </tr> <tr> <td>Q3-2014/15</td> <td>16,113</td> </tr> <tr> <td>Q4-2014/15</td> <td>18,753</td> </tr> <tr> <td>Q1-2015/16</td> <td>18,329</td> </tr> <tr> <td>Q2-2015/16</td> <td>18,267</td> </tr> </tbody> </table> <p>Legend: CP08-P063P (blue), CP08-P065P (green)</p>	Quarter	Value	Q2-2014/15	20,004	Q3-2014/15	16,113	Q4-2014/15	18,753	Q1-2015/16	18,329	Q2-2015/16	18,267	18,267				Les Grant; Portal Manager
Quarter	Value																	
Q2-2014/15	20,004																	
Q3-2014/15	16,113																	
Q4-2014/15	18,753																	
Q1-2015/16	18,329																	
Q2-2015/16	18,267																	
How many people were logged as contacting our Contact Centres by phone? (CP08-P65P)	<table border="1"> <caption>CP08-P065P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2014/15</td> <td>20,004</td> </tr> <tr> <td>Q3-2014/15</td> <td>16,113</td> </tr> <tr> <td>Q4-2014/15</td> <td>18,753</td> </tr> <tr> <td>Q1-2015/16</td> <td>18,329</td> </tr> <tr> <td>Q2-2015/16</td> <td>18,267</td> </tr> </tbody> </table> <p>Legend: CP08-P063P (blue), CP08-P065P (green)</p>	Quarter	Value	Q2-2014/15	20,004	Q3-2014/15	16,113	Q4-2014/15	18,753	Q1-2015/16	18,329	Q2-2015/16	18,267	24,897			Les Grant; Portal Manager	
Quarter	Value																	
Q2-2014/15	20,004																	
Q3-2014/15	16,113																	
Q4-2014/15	18,753																	
Q1-2015/16	18,329																	
Q2-2015/16	18,267																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many requests for information, under the Freedom of Information Act, did we receive?	<p>CP08-P053P How many requests for information, under the Freedom of Information Act, did we receive?</p> <table border="1"> <caption>Data for CP08-P053P</caption> <thead> <tr> <th>Quarter</th> <th>Requests</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>273</td> </tr> <tr> <td>Q3 2014/15</td> <td>281</td> </tr> <tr> <td>Q4 2014/15</td> <td>303</td> </tr> <tr> <td>Q1 2015/16</td> <td>285</td> </tr> <tr> <td>Q2 2015/16</td> <td>280</td> </tr> </tbody> </table>	Quarter	Requests	Q2 2014/15	273	Q3 2014/15	281	Q4 2014/15	303	Q1 2015/16	285	Q2 2015/16	280	280	<p>Observations: Over the longer term, the volume of FOIs continues to rise steadily, although there has been a slight drop over the last two quarters.</p>			Nuala McKinlay
Quarter	Requests																	
Q2 2014/15	273																	
Q3 2014/15	281																	
Q4 2014/15	303																	
Q1 2015/16	285																	
Q2 2015/16	280																	
What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?	<p>CP08-P054P What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?</p> <table border="1"> <caption>Data for CP08-P054P</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>86%</td> </tr> <tr> <td>Q3 2014/15</td> <td>91%</td> </tr> <tr> <td>Q4 2014/15</td> <td>92%</td> </tr> <tr> <td>Q1 2015/16</td> <td>92%</td> </tr> <tr> <td>Q2 2015/16</td> <td>91%</td> </tr> </tbody> </table>	Quarter	Percentage	Q2 2014/15	86%	Q3 2014/15	91%	Q4 2014/15	92%	Q1 2015/16	92%	Q2 2015/16	91%	91%	<p>How are we performing: On average 91% of requests were responded to on time. The Information Team works closely with services to ensure timely returns of information relating to FOIs.</p> <p>A forum for SBC co-ordinators is planned to share good practice and encourage support across services.</p>			Nuala McKinlay
Quarter	Percentage																	
Q2 2014/15	86%																	
Q3 2014/15	91%																	
Q4 2014/15	92%																	
Q1 2015/16	92%																	
Q2 2015/16	91%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
How many complaints were received by our Social Work service?	<p>CP08-P030P How many complaints were received by our Social Work service?</p> <table border="1"> <caption>CP08-P030P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>14</td> </tr> <tr> <td>Q3 2014/15</td> <td>23</td> </tr> <tr> <td>Q4 2014/15</td> <td>10</td> </tr> <tr> <td>Q1 2015/16</td> <td>13</td> </tr> <tr> <td>Q2 2015/16</td> <td>27</td> </tr> </tbody> </table>	Quarter	Complaints	Q2 2014/15	14	Q3 2014/15	23	Q4 2014/15	10	Q1 2015/16	13	Q2 2015/16	27	27	<p>How are we performing: Q2 has seen twice as many complaints than the first quarter of the year. However they continue to be varied, with no specific trends identifiable. Q2 complaints included those for SB Cares, which are being dealt with in accordance with Social Work procedures.</p>			Sylvia Mendham
Quarter	Complaints																	
Q2 2014/15	14																	
Q3 2014/15	23																	
Q4 2014/15	10																	
Q1 2015/16	13																	
Q2 2015/16	27																	
How many complaints did we investigate to completion?	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table border="1"> <caption>CP08-P010P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>153</td> </tr> <tr> <td>Q3 2014/15</td> <td>167</td> </tr> <tr> <td>Q4 2014/15</td> <td>147</td> </tr> <tr> <td>Q1 2015/16</td> <td>137</td> </tr> <tr> <td>Q2 2015/16</td> <td>172</td> </tr> </tbody> </table>	Quarter	Complaints	Q2 2014/15	153	Q3 2014/15	167	Q4 2014/15	147	Q1 2015/16	137	Q2 2015/16	172	172	<p>How are we performing: There has been an increase of 35 complaints investigated this quarter and an increase of 19 against the same period last year.</p> <p>Of the 172 complaints received, 42% were upheld, 50% were not upheld, and 8% were classified as "policy" (i.e. related to a policy that has been approved at Council)</p> <p>SBC uses information gathered from complaints to make necessary performance improvements (see case study include on Corporate Priority 8 cover page)</p>			Les Grant; Portal Manager
Quarter	Complaints																	
Q2 2014/15	153																	
Q3 2014/15	167																	
Q4 2014/15	147																	
Q1 2015/16	137																	
Q2 2015/16	172																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
The average time in working days to respond to complaints at stage one (SPSO-04aP)	<p>SPSO-04aP The average time in working days to respond to complaints at stage one (SPSO-04aP)</p> <table border="1"> <caption>Data for SPSO-04aP</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>3.5</td> </tr> <tr> <td>Q3 2014/15</td> <td>4.2</td> </tr> <tr> <td>Q4 2014/15</td> <td>3.7</td> </tr> <tr> <td>Q1 2015/16</td> <td>4.1</td> </tr> <tr> <td>Q2 2015/16</td> <td>4</td> </tr> </tbody> </table> <p>Legend: Blue bars = Quarters; Red square = Target (Quarters); Red line = Family Group (previous yr) - Av.; Yellow line = SBC (previous yr) - Av.; Green line = Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	3.5	Q3 2014/15	4.2	Q4 2014/15	3.7	Q1 2015/16	4.1	Q2 2015/16	4	4	<p>How are we performing: There has been a slight increase in the average number of days taken to respond to complaints at stage one for the same quarter last year.</p>			Les Grant
Quarter	Value																	
Q2 2014/15	3.5																	
Q3 2014/15	4.2																	
Q4 2014/15	3.7																	
Q1 2015/16	4.1																	
Q2 2015/16	4																	
The average time in working days to respond to complaints at stage two (SPSO-04bP)	<p>SPSO-04bP The average time in working days to respond to complaints at stage two (SPSO-04bP)</p> <table border="1"> <caption>Data for SPSO-04bP</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>17</td> </tr> <tr> <td>Q3 2014/15</td> <td>16.4</td> </tr> <tr> <td>Q4 2014/15</td> <td>15.9</td> </tr> <tr> <td>Q1 2015/16</td> <td>18.1</td> </tr> <tr> <td>Q2 2015/16</td> <td>18.3</td> </tr> </tbody> </table> <p>Legend: Blue bars = Quarters; Red square = Target (Quarters); Red line = Family Group (previous yr) - Av.; Yellow line = SBC (previous yr) - Av.; Green line = Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2014/15	17	Q3 2014/15	16.4	Q4 2014/15	15.9	Q1 2015/16	18.1	Q2 2015/16	18.3	18.3	<p>How are we performing: There has been an increase in the average number of days taken to respond to complaints at stage two for the same quarter last year.</p>			Les Grant
Quarter	Value																	
Q2 2014/15	17																	
Q3 2014/15	16.4																	
Q4 2014/15	15.9																	
Q1 2015/16	18.1																	
Q2 2015/16	18.3																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
The average time in working days to respond to complaints after escalation (SPSO-04cP)	<p>SPSO-04cP The average time in working days to respond to complaints after escalation (SPSO-04cP)</p> <table border="1"> <caption>SPSO-04cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>16.6</td> </tr> <tr> <td>Q3 2014/15</td> <td>12</td> </tr> <tr> <td>Q4 2014/15</td> <td>19.1</td> </tr> <tr> <td>Q1 2015/16</td> <td>15.5</td> </tr> <tr> <td>Q2 2015/16</td> <td>10.8</td> </tr> </tbody> </table>	Quarter	Value	Q2 2014/15	16.6	Q3 2014/15	12	Q4 2014/15	19.1	Q1 2015/16	15.5	Q2 2015/16	10.8	10.8	<p>How are we performing: There were 8 stage two complaints that were escalated, one within Chief Execs and seven within Place.</p>			Les Grant
Quarter	Value																	
Q2 2014/15	16.6																	
Q3 2014/15	12																	
Q4 2014/15	19.1																	
Q1 2015/16	15.5																	
Q2 2015/16	10.8																	
The number of complaints closed at stage one within 5 working days as a % of the total number of stage one complaints (SPSO-05aP)	<p>SPSO-05aP The number of complaints closed at stage one within 5 working days as a % of the total number of stage one complaints (SPSO-05aP)</p> <table border="1"> <caption>SPSO-05aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>88.4%</td> </tr> <tr> <td>Q3 2014/15</td> <td>86.8%</td> </tr> <tr> <td>Q4 2014/15</td> <td>85.7%</td> </tr> <tr> <td>Q1 2015/16</td> <td>85.3%</td> </tr> <tr> <td>Q2 2015/16</td> <td>85.4%</td> </tr> </tbody> </table>	Quarter	Value	Q2 2014/15	88.4%	Q3 2014/15	86.8%	Q4 2014/15	85.7%	Q1 2015/16	85.3%	Q2 2015/16	85.4%	85.4%	<p>How are we performing: There has been a decrease of 4.6% in comparison to the same quarter last year. Overall, the figure has remained fairly consistent since the end of 2013/14, only fluctuating between 85.3% and 88.4%.</p>			Les Grant
Quarter	Value																	
Q2 2014/15	88.4%																	
Q3 2014/15	86.8%																	
Q4 2014/15	85.7%																	
Q1 2015/16	85.3%																	
Q2 2015/16	85.4%																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, December 2015 (Q2 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Long Term Trend	Status against Target	Managed By												
The number of complaints closed at stage two within 20 working days as a % of the total number of stage two complaints (SPSO-05bP)	<p>SPSO-05bP The number of complaints closed at stage two within 20 working days as a % of the total number of stage two complaints (SPSO-05bP)</p> <table border="1"> <caption>SPSO-05bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>82.6%</td> </tr> <tr> <td>Q3 2014/15</td> <td>87%</td> </tr> <tr> <td>Q4 2014/15</td> <td>75%</td> </tr> <tr> <td>Q1 2015/16</td> <td>82.6%</td> </tr> <tr> <td>Q2 2015/16</td> <td>64.3%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q2 2014/15	82.6%	Q3 2014/15	87%	Q4 2014/15	75%	Q1 2015/16	82.6%	Q2 2015/16	64.3%	64.3%	<p>How are we performing: There has been a decrease of 29.7% in comparison to the same period last year. Whilst the percentage of complaints responded to within timescales at stage 2 shows a marked fall over the same period last year, this actually represents just 1 additional failure as the total number of complaints moving to stage 2 has also fallen from 28 to 23.</p> <p>Of the 5 that were not completed on time, 2 had agreed extensions to the time line with the customer.</p>			Les Grant
Quarter	Percentage																	
Q2 2014/15	82.6%																	
Q3 2014/15	87%																	
Q4 2014/15	75%																	
Q1 2015/16	82.6%																	
Q2 2015/16	64.3%																	
The number of escalated complaints closed within 20 working days as a % of the total number of escalated stage two complaints (SPSO-05cP)	<p>SPSO-05cP The number of escalated complaints closed within 20 working days as a % of the total number of escalated stage two complaints (SPSO-05cP)</p> <table border="1"> <caption>SPSO-05cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2014/15</td> <td>100%</td> </tr> <tr> <td>Q3 2014/15</td> <td>75%</td> </tr> <tr> <td>Q4 2014/15</td> <td>25%</td> </tr> <tr> <td>Q1 2015/16</td> <td>100%</td> </tr> <tr> <td>Q2 2015/16</td> <td>100%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Percentage	Q2 2014/15	100%	Q3 2014/15	75%	Q4 2014/15	25%	Q1 2015/16	100%	Q2 2015/16	100%	100%	<p>How are we performing: Out of the 8 complaints within stage two that were escalated, 1 was within Chief Execs and 7 were within Place.</p>			Les Grant
Quarter	Percentage																	
Q2 2014/15	100%																	
Q3 2014/15	75%																	
Q4 2014/15	25%																	
Q1 2015/16	100%																	
Q2 2015/16	100%																	

This page is intentionally left blank

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

BORDERS SPORT AND LEISURE TRUST - HOW ARE THEY DOING?

Since 2003 Borders Sport and Leisure Trust (BSLT) has been contracted to deliver sports and leisure services on SBC's behalf.

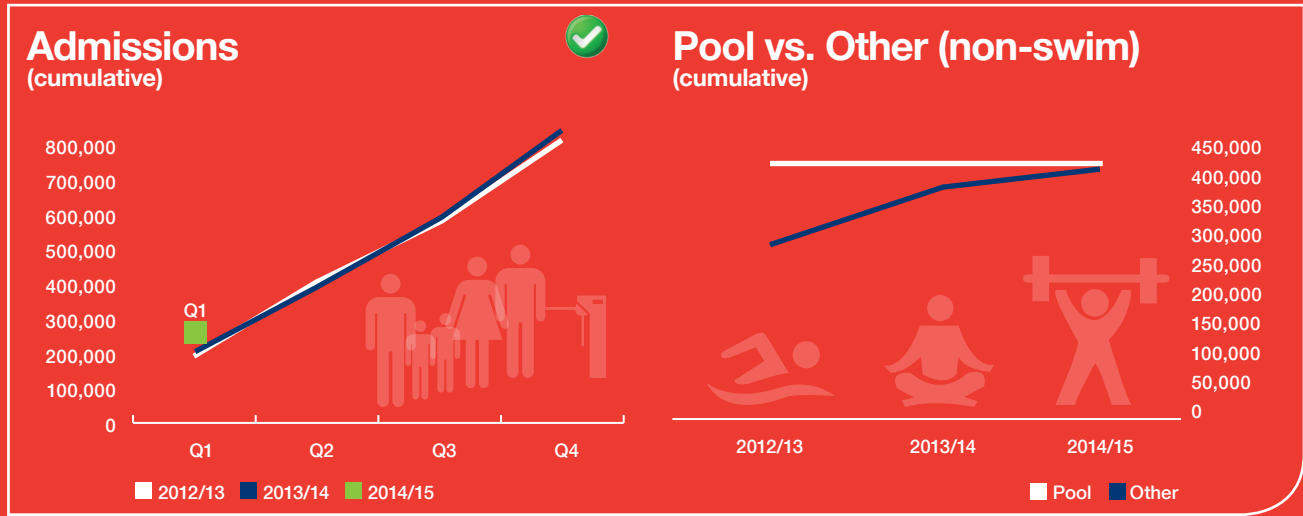
As well as managing a range of pool and other sports facilities, the Trust is also responsible for the delivery of programmes within schools and the community. This full range of provision helps the Trust work towards its vision which is to improve lives through physical activity and sport.

This selection of Key Performance Indicators provides an overview of the Trust's performance across a range of areas, and will be presented on a quarterly basis.

Not only does this information provide SBC with the assurance that our money is being used wisely, it also allows us to assess the wider impact of the Trust's activities on the health and wellbeing of the Borders.

www.bslt.org.uk

Performance Contact:
Linda Ross
lross@bslt.org.uk



Finance (BSLT facilities only)		2014/15
Income	Income / Expenditure Ratio	Cost per Visit
£4,351,554 of which £2.874M from admissions and membership	67%	£5.19
Expenditure	Surplus / Deficit	SBC Subsidy per Visit
£4,288,462 from sales, staffing and expenses	+£63,092	£1.78

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

BORDERS SPORT AND LEISURE TRUST - HOW ARE THEY DOING?

BSLT Membership



5,484	5,143
Q1 2014/15	Q1 2015/16

Customer Satisfaction

Net promoter score




14

Q1 2015/16
Target 10

Energy Consumption

Energy used per square metre



66.87

Q1 2015/16
Target 68.33

Page 68

Swim Borders

Direct debit



2,995	2,872
Q1 2014/15	Q1 2015/16

Standards Audit

Physical checks of buildings covering condition, cleanliness, staff presentation



62

Q1 2015/16
Target 70

Volunteering

Active volunteers and volunteer coaches




1,249

2014/15

Triathlon Series 2015

Galashiels, Selkirk, Peebles, Hawick, Kelso, Eyemouth



The Trust operates a successful Triathlon series, attracting over **800** participants of which **78%** are out with the Scottish Borders area.



Source: Borders Sport and Leisure Trust



Priority 8: Border Sport and Leisure Trust PIs – What is being measured & why is it important that we measure it?

Short Name	What is being measured?	Why is it important that we measure this?
CP08-P93a BSLT - Admissions (cumulative)	The number of individuals who are admitted into BSLT facilities and programmes, on a cumulative basis. By viewing this on a cumulative basis, cost and subsidy per visit can be calculated and the Trust can gauge whether annual targets will be met or not.	Participation is not only important to the economic viability of the Trust but is also important to improving the health and wellbeing of the Scottish Borders population. By measuring it in this way we are able to see how successful the Trust is managing services on SBC's behalf.
CP08-P93b BSLT - Admissions - Pool (cumulative)	The number of individuals who are admitted into BSLT "Pool" facilities, on a cumulative basis. By viewing this on a cumulative basis the Trust can gauge whether annual targets will be met or not.	Usage of "pool" facilities is not only important to the economic viability of the Trust but is also important to improving the health and wellbeing of the Scottish Borders population. By measuring it in this way SBC is able to see how successful the Trust is managing services on our behalf.
CP08-P93c BSLT - Admissions - Other (non-swim) (cumulative)	The number of individuals who are admitted into BSLT "Other" (non-swim) facilities and programme, on a cumulative basis. By viewing this on a cumulative basis the Trust can gauge whether annual targets will be met or not.	Participation at (non-swim) facilities and programmes is not only important to the economic viability of the Trust but is also important to improving the health and wellbeing of the Scottish Borders population. By measuring it in this way SBC is able to see how successful the Trust is managing services on our behalf.
CP08-P94a BSLT – Income (from admissions and membership only)	The amount of money the Trust receives from admissions and membership each year. This is part of the total income the Trust receives. Other income would include the management fee SBC pays the Trust, for example.	As the Trust runs a number of services on SBC's behalf, it is important that it is able to present sound financial accounts and that income streams show positive trends.
CP08-P94b BSLT – Expenditure (from sales, staffing and expenses only)	The amount of money the Trust spends on variable costs, i.e. sales, staff and expenses, each year.	As the Trust runs a number of services on SBC's behalf it is important that it is able to present sound financial management, and demonstrate that variable running costs are being managed effectively.
CP08-P94c BSLT - Surplus/Deficit	The difference between the Trust's income and total expenditure (2014/15 facilities only). If the Trust receives more money than it spends, then it is running a surplus. If more money is spent than it receives then the Trust is running a deficit.	As the Trust run a number of services on SBC's behalf it is important that it can present sound financial accounts and we can be confident that the management fee we invest is being managed appropriately.
CP08-P94d BSLT - Income/Expenditure Ratio	The amount of money the Trust receives from admissions and membership as a ratio against how much the Trust spends on sales, staff and expenses.	The higher the ratio of income (from admissions and membership) to expenditure, the less reliant the Trust is on other sources of income, such as SBC's management fee.
CP08-P94e BSLT – Cost per Visit	The amount of money the Trust spends on sales, staff and expenses divided by the number of individuals who are admitted into BSLT facilities and programmes.	It is a good measure to show how much it costs the Trust to deliver its services and SBC can track over time how this changes.
CP08-P94f BSLT – Subsidy per Visit	The amount of money the Trust receives in management fees (from SBC) plus or minus the surplus/deficit divided by the number of individuals who are admitted into BSLT facilities and programmes.	It is one way to demonstrate value for taxpayers' money - the lower the figure the better BSLT is at generating income and managing costs and therefore relies less on SBC management fee.
CP08-P95a BSLT - Total Membership (quarters)	The current total number of Trust subscription members, includes Swim Borders Direct Debit and "Active" members.	Membership provides the Trust with a regular, stable source of income and encourages Borders residents to become more active more often.
CP08-P95b BSLT - Swim Borders (quarters)	The current number of Direct Debits that are set up for "Swim Borders" swimming lessons.	Direct Debit provides the Trust with a regular, stable source of income and encourages children and young people in the Scottish Borders to become more active more often and to stay safe around water.

Short Name	What is being measured?	Why is it important that we measure this?
CP08-P95c BSLT - Membership (Other) (quarters)	The current number of "Active" subscription members (who use gym, swim, class activities).	Membership provides the Trust with a regular, stable source of income and encourages Borders residents to become more active more often.
CP08-P96 BSLT - Customer Satisfaction	A net promoter score (NPS) is used to measure customer loyalty to an organisation, in this case the Trust. Customers who use the Trust's services are asked how likely they would be to recommend those services.	Satisfied customers will be regular users of facilities and advocates for the Trust. Customer satisfaction is also a core value of SBC and critical in demonstrating best value.
CP08-P97 BSLT - Standards Audit	An internal measure of physical checks of buildings covering condition, cleanliness, and staff presentation for example.	Meeting quality standards is central to both customer safety and satisfaction and provides SBC with assurance that the Trust's services are delivered to the highest quality.
CP08-P98 BSLT - Energy Consumption	The amount of energy used (in kWh) per square metre across all the Trust's facilities.	Running sports facilities, especially swimming pools, uses a huge amount of energy and will account for a significant amount of BSLT expenditure. Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.
CP08-P156 BSLT - Volunteering	The number of active volunteers and volunteer coaches (on the BSLT database)	Volunteers provide a valuable resource without which the Trust would not be able to run the number of activities it currently does.

Priority 8: Border Sport and Leisure Trust PIs

Short Name	Trend Chart	Current Value	Commentary	Traffic Light Icon	Long Term Trend	Managed By															
CP08-P93a BSLT - Admissions (cumulative)	<p>CP08-P93a CP08-P93a BSLT - Admissions (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Admissions</td> <td>~200,000</td> <td>~400,000</td> <td>~800,000</td> </tr> </tbody> </table>	Year	2013/14	2014/15	2015/16	Admissions	~200,000	~400,000	~800,000	254,660	<p>How are they performing: Individual admissions into BSLT facilities and programmes are increasing year on year, when comparing previous quarters.</p> <p>Actions they are taking to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 strategy to increase participation. Review of membership package and class provision underway.</p>			Rob Dickson							
Year	2013/14	2014/15	2015/16																		
Admissions	~200,000	~400,000	~800,000																		
CP08-P93b BSLT - Admissions - Pool (cumulative)	<p>BSLT - Admissions Comparative Chart</p> <table border="1"> <thead> <tr> <th>Year</th> <th>CP08-P093b</th> <th>CP08-P093c</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>~420,000</td> <td>~280,000</td> </tr> <tr> <td>2013/14</td> <td>~420,000</td> <td>~380,000</td> </tr> <tr> <td>2014/15</td> <td>~420,000</td> <td>~420,000</td> </tr> <tr> <td>2015/16</td> <td>~100,000</td> <td>~120,000</td> </tr> </tbody> </table>	Year	CP08-P093b	CP08-P093c	2012/13	~420,000	~280,000	2013/14	~420,000	~380,000	2014/15	~420,000	~420,000	2015/16	~100,000	~120,000	104,515	<p>How are they performing: Whilst pool admissions have remained static over the past few years, nationally swimming numbers have seen a decline since a temporary increase following London 2012.</p>			Rob Dickson
Year	CP08-P093b	CP08-P093c																			
2012/13	~420,000	~280,000																			
2013/14	~420,000	~380,000																			
2014/15	~420,000	~420,000																			
2015/16	~100,000	~120,000																			
CP08-P93c BSLT - Admissions - Other (non-swim) (cumulative)	<p>BSLT - Admissions Comparative Chart</p> <table border="1"> <thead> <tr> <th>Year</th> <th>CP08-P093b</th> <th>CP08-P093c</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>~100,000</td> <td>~120,000</td> </tr> <tr> <td>2013/14</td> <td>~100,000</td> <td>~120,000</td> </tr> <tr> <td>2014/15</td> <td>~100,000</td> <td>~120,000</td> </tr> <tr> <td>2015/16</td> <td>~100,000</td> <td>~120,000</td> </tr> </tbody> </table>	Year	CP08-P093b	CP08-P093c	2012/13	~100,000	~120,000	2013/14	~100,000	~120,000	2014/15	~100,000	~120,000	2015/16	~100,000	~120,000	119,131	<p><i>Other</i> admissions have increased year on year and Quarter 1 of 2015/16 sees <i>other</i> admissions for the first time exceed <i>pool</i> admissions.</p> <p>Actions they are taking to improve/maintain performance: The relative increase in non-swim admissions can be attributed to new centre at Peebles High School, studio at Tweedbank and development of "dry side" programmes.</p>			Rob Dickson
Year	CP08-P093b	CP08-P093c																			
2012/13	~100,000	~120,000																			
2013/14	~100,000	~120,000																			
2014/15	~100,000	~120,000																			
2015/16	~100,000	~120,000																			
CP08-P94a BSLT - Income (from admissions and membership only)	<p>CP08-P94a CP08-P94a BSLT - Income</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> </tr> </thead> <tbody> <tr> <td>Income</td> <td>~£1,500,000</td> <td>~£1,750,000</td> <td>~£2,250,000</td> <td>~£2,500,000</td> <td>~£2,750,000</td> </tr> </tbody> </table>	Year	2010/11	2011/12	2012/13	2013/14	2014/15	Income	~£1,500,000	~£1,750,000	~£2,250,000	~£2,500,000	~£2,750,000	£2,874,102	<p>How are they performing: Trust income from admissions and membership only has been increasing year on year.</p> <p>Actions they are taking to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 strategy to increase participation. Review of membership package and class provision underway.</p>			Rob Dickson			
Year	2010/11	2011/12	2012/13	2013/14	2014/15																
Income	~£1,500,000	~£1,750,000	~£2,250,000	~£2,500,000	~£2,750,000																

Short Name	Trend Chart	Current Value	Commentary	Traffic Light Icon	Long Term Trend	Managed By												
CP08-P94b BSLT - Expenditure (from sales, staffing and expenses only)	<p>CP08-P94b CP08-P94b BSLT - Expenditure</p> <table border="1"> <caption>CP08-P94b CP08-P94b BSLT - Expenditure Data</caption> <thead> <tr> <th>Year</th> <th>Expenditure (£)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>~£4,000,000</td> </tr> <tr> <td>2011/12</td> <td>~£4,000,000</td> </tr> <tr> <td>2012/13</td> <td>~£4,000,000</td> </tr> <tr> <td>2013/14</td> <td>~£4,000,000</td> </tr> <tr> <td>2014/15</td> <td>~£4,000,000</td> </tr> </tbody> </table> <p>Legend: Years (blue), Target (Years) (red), Family Group - Av. (pink), Family Group (previous yr) - Av. (red), SBC (previous yr) - Av. (orange), Scotland - Av. (cyan), Scotland (previous yr) - Av. (green)</p>	Year	Expenditure (£)	2010/11	~£4,000,000	2011/12	~£4,000,000	2012/13	~£4,000,000	2013/14	~£4,000,000	2014/15	~£4,000,000	<p>£4,288,462</p>	<p>How are they performing: Expenditure has remained fairly static at above £4M for the past few years.</p> <p>Actions they are taking to improve/maintain performance: As above.</p>			<p>Rob Dickson</p>
Year	Expenditure (£)																	
2010/11	~£4,000,000																	
2011/12	~£4,000,000																	
2012/13	~£4,000,000																	
2013/14	~£4,000,000																	
2014/15	~£4,000,000																	
CP08-P94d BSLT - Income/Expenditure Ratio Page 72	<p>CP08-P94d CP08-P94d BSLT - Income/Expenditure Ratio</p> <table border="1"> <caption>CP08-P94d CP08-P94d BSLT - Income/Expenditure Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio (%)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>~67%</td> </tr> <tr> <td>2011/12</td> <td>~67%</td> </tr> <tr> <td>2012/13</td> <td>~67%</td> </tr> <tr> <td>2013/14</td> <td>~67%</td> </tr> <tr> <td>2014/15</td> <td>~67%</td> </tr> </tbody> </table> <p>Legend: Years (blue), Target (Years) (red), Family Group - Av. (pink), Family Group (previous yr) - Av. (red), SBC (previous yr) - Av. (orange), Scotland - Av. (cyan), Scotland (previous yr) - Av. (green)</p>	Year	Ratio (%)	2010/11	~67%	2011/12	~67%	2012/13	~67%	2013/14	~67%	2014/15	~67%	<p>67.02%</p>	<p>How are they performing: The income / expenditure ratio has been increasing year on year which is positive.</p> <p>Actions they are taking to improve/maintain performance: As above.</p>			<p>Rob Dickson</p>
Year	Ratio (%)																	
2010/11	~67%																	
2011/12	~67%																	
2012/13	~67%																	
2013/14	~67%																	
2014/15	~67%																	
CP08-P94c BSLT - Surplus/Deficit	<p>CP08-P94c CP08-P94c BSLT - Surplus/Deficit</p> <table border="1"> <caption>CP08-P94c CP08-P94c BSLT - Surplus/Deficit Data</caption> <thead> <tr> <th>Year</th> <th>Surplus/Deficit (£)</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>~£0</td> </tr> <tr> <td>2011/12</td> <td>~£0</td> </tr> <tr> <td>2012/13</td> <td>~£0</td> </tr> <tr> <td>2013/14</td> <td>~£0</td> </tr> <tr> <td>2014/15</td> <td>~£63,092</td> </tr> </tbody> </table> <p>Legend: Years (blue), Target (Years) (red), Family Group - Av. (pink), Family Group (previous yr) - Av. (red), SBC (previous yr) - Av. (orange), Scotland - Av. (cyan), Scotland (previous yr) - Av. (green)</p>	Year	Surplus/Deficit (£)	2010/11	~£0	2011/12	~£0	2012/13	~£0	2013/14	~£0	2014/15	~£63,092	<p>+£63,092</p>	<p>How are they performing: For the first time in a few years the Trust has delivered a surplus within its business.</p> <p>Actions they are taking to improve/maintain performance: As above.</p>			<p>Rob Dickson</p>
Year	Surplus/Deficit (£)																	
2010/11	~£0																	
2011/12	~£0																	
2012/13	~£0																	
2013/14	~£0																	
2014/15	~£63,092																	

Short Name	Trend Chart	Current Value	Commentary	Traffic Light Icon	Long Term Trend	Managed By
CP08-P94e BSLT – Cost per Visit	<p>CP08-P094e CP08-P94e BSLT - Cost/Visit</p> <p>£8.00 £7.00 £6.00 £5.00 £4.00 £3.00 £2.00 £1.00 £0.00</p> <p>Q1 2014/15 Q2 2014/15 Q3 2014/15 Q4 2014/15 Q1 2015/16</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	£6.74	<p>How are they performing: Cost per visit has increased in Q1 2015/16, however this follows the trend the previous year of a high cost per visit in the first quarter of the year. Full year grants to external organisations are paid in Q1.</p> <p>Actions they are taking to improve/maintain performance: As above.</p>			Rob Dickson
CP08-P94f BSLT – Subsidy per Visit	<p>CP08-P94f CP08-P94f BSLT - Subsidy/Visit</p> <p>£3.00 £2.75 £2.50 £2.25 £2.00 £1.75 £1.50 £1.25 £1.00 £0.75 £0.50 £0.25 £0.00</p> <p>2010/11 2011/12 2012/13 2013/14 2014/15</p> <p>■ Years ■ Target (Years) ■ Family Group - Av. ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland - Av. ■ Scotland (previous yr) - Av.</p>	£1.78	<p>How are they performing: Strong performance to manage costs and generate income has led to the Council's subsidy per visit falling year on year.</p> <p>Actions they are taking to improve/maintain performance: As above.</p>			Rob Dickson
CP08-P95a BSLT – Total Membership (quarters)	<p>CP08-P095a CP08-P95a BSLT - Total Membership (quarters)</p> <p>5,500 5,000 4,500 4,000 3,500 3,000 2,500 2,000 1,500 1,000 500 0</p> <p>Q1 2014/15 Q2 2014/15 Q3 2014/15 Q4 2014/15 Q1 2015/16</p> <p>■ Quarters ■ Family Group (previous yr) - Av. ■ SBC (previous yr) - Av. ■ Scotland (previous yr) - Av.</p>	5,143	<p>How are they performing: Total membership has been in decline over the past few quarters, with a significant fall in Quarter 1 of 2015/16, partly as result of a six month promotion in January 2015 which allowed regular use of the facilities without paying the subscription membership.</p> <p>Actions they are taking to improve/maintain performance: The Trust is currently undertaking a review of their membership scheme.</p>			Rob Dickson

Short Name	Trend Chart	Current Value	Commentary	Traffic Light Icon	Long Term Trend	Managed By												
CP08-P95b BSLT - Swim Borders (quarters)	<p>CP08-P095b CP08-P95b BSLT - Swim Borders (quarters)</p> <table border="1"> <caption>CP08-P095b CP08-P95b BSLT - Swim Borders (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>3,000</td> </tr> <tr> <td>Q2 2014/15</td> <td>2,950</td> </tr> <tr> <td>Q3 2014/15</td> <td>2,900</td> </tr> <tr> <td>Q4 2014/15</td> <td>2,850</td> </tr> <tr> <td>Q1 2015/16</td> <td>2,800</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2014/15	3,000	Q2 2014/15	2,950	Q3 2014/15	2,900	Q4 2014/15	2,850	Q1 2015/16	2,800	2,872	<p>How are they performing: Swim Borders direct debits have been in steady decline over the past five quarters.</p> <p>Actions they are taking to improve/maintain performance: Additional classes added to the programme, and following retirement and staff changes in one Centre the Trust are currently building a new teaching team.</p>			Rob Dickson
Quarter	Value																	
Q1 2014/15	3,000																	
Q2 2014/15	2,950																	
Q3 2014/15	2,900																	
Q4 2014/15	2,850																	
Q1 2015/16	2,800																	
CP08-P95c BSLT - Membership (Other) (quarters)	<p>CP08-P095c CP08-P95c BSLT - Membership (Other) (quarters)</p> <table border="1"> <caption>CP08-P095c CP08-P95c BSLT - Membership (Other) (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>2,500</td> </tr> <tr> <td>Q2 2014/15</td> <td>2,450</td> </tr> <tr> <td>Q3 2014/15</td> <td>2,400</td> </tr> <tr> <td>Q4 2014/15</td> <td>2,350</td> </tr> <tr> <td>Q1 2015/16</td> <td>2,100</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2014/15	2,500	Q2 2014/15	2,450	Q3 2014/15	2,400	Q4 2014/15	2,350	Q1 2015/16	2,100	2,271	<p>How are they performing: <i>Other</i> membership had been fairly static in previous quarters. However there was a significant drop in Quarter 1 2015/16.</p> <p>Actions they are taking to improve/maintain performance: The Trust is currently undertaking a review of their membership scheme.</p>			Rob Dickson
Quarter	Value																	
Q1 2014/15	2,500																	
Q2 2014/15	2,450																	
Q3 2014/15	2,400																	
Q4 2014/15	2,350																	
Q1 2015/16	2,100																	
CP08-P96 BSLT - Customer Satisfaction	<p>CP08-P096 CP08-P96 BSLT - Customer Satisfaction</p> <table border="1"> <caption>CP08-P096 CP08-P96 BSLT - Customer Satisfaction</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>0</td> </tr> <tr> <td>Q2 2014/15</td> <td>0</td> </tr> <tr> <td>Q3 2014/15</td> <td>0</td> </tr> <tr> <td>Q4 2014/15</td> <td>5</td> </tr> <tr> <td>Q1 2015/16</td> <td>14</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q1 2014/15	0	Q2 2014/15	0	Q3 2014/15	0	Q4 2014/15	5	Q1 2015/16	14	14	<p>How are they performing: A net promoter score above '0' is seen as good performance, while the variance between quarters is as a result of the number of customer surveys carried out.</p> <p>Note: This is a fairly new PI with no data available before Q4 2014/15.</p> <p>Actions they are taking to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 strategy to increase participation. Review of membership package and class provision underway.</p>			Rob Dickson
Quarter	Value																	
Q1 2014/15	0																	
Q2 2014/15	0																	
Q3 2014/15	0																	
Q4 2014/15	5																	
Q1 2015/16	14																	

Short Name	Trend Chart	Current Value	Commentary	Traffic Light Icon	Long Term Trend	Managed By																				
CP08-P97 BSLT - Standards Audit	<p>CP08-P097 CP08-P97 BSLT - Standards Audit</p> <table border="1"> <caption>Standards Audit Performance</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>48</td> </tr> <tr> <td>Q2 2014/15</td> <td>49</td> </tr> <tr> <td>Q3 2014/15</td> <td>63</td> </tr> <tr> <td>Q4 2014/15</td> <td>68</td> </tr> <tr> <td>Q1 2015/16</td> <td>62</td> </tr> </tbody> </table>	Quarter	Value	Q1 2014/15	48	Q2 2014/15	49	Q3 2014/15	63	Q4 2014/15	68	Q1 2015/16	62	62	<p>How are they performing: A steady improvement has been experienced, Q1 of 2015/16 showing a dip in performance due to a number of property issues.</p> <p>Actions they are taking to improve/maintain performance: Audit framework revised and audit team in place to ensure consistency.</p>			Rob Dickson								
Quarter	Value																									
Q1 2014/15	48																									
Q2 2014/15	49																									
Q3 2014/15	63																									
Q4 2014/15	68																									
Q1 2015/16	62																									
CP08-P98 BSLT - Energy Consumption Page 75	<p>CP08-P098 CP08-P98 BSLT - Energy Consumption</p> <table border="1"> <caption>Energy Consumption Performance</caption> <thead> <tr> <th>Quarter</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>75</td> <td>65</td> <td>68</td> </tr> <tr> <td>Q2</td> <td>65</td> <td>60</td> <td>60</td> </tr> <tr> <td>Q3</td> <td>70</td> <td>65</td> <td>65</td> </tr> <tr> <td>Q4</td> <td>75</td> <td>70</td> <td>70</td> </tr> </tbody> </table>	Quarter	2013/14	2014/15	2015/16	Q1	75	65	68	Q2	65	60	60	Q3	70	65	65	Q4	75	70	70	66.87	<p>How are they performing: Energy consumption (energy used per sq. metre) across BSLT facilities has been decreasing year on year, when comparing previous quarters, apart from the first quarter of 2015/16.</p> <p>Actions they are taking to improve/maintain performance: The use of the Trust's current energy management system has been extended.</p>			Rob Dickson
Quarter	2013/14	2014/15	2015/16																							
Q1	75	65	68																							
Q2	65	60	60																							
Q3	70	65	65																							
Q4	75	70	70																							
CP08-P156 BSLT - Volunteering	<p>CP08-P156 CP08-P156 BSLT - Volunteering</p> <table border="1"> <caption>Volunteering Performance</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>0</td> </tr> <tr> <td>2011/12</td> <td>0</td> </tr> <tr> <td>2012/13</td> <td>0</td> </tr> <tr> <td>2013/14</td> <td>0</td> </tr> <tr> <td>2014/15</td> <td>1,249</td> </tr> </tbody> </table>	Year	Value	2010/11	0	2011/12	0	2012/13	0	2013/14	0	2014/15	1,249	1,249	<p>How are they performing: BSLT relies on volunteers to deliver a range of services. No comparative data is available from previous years.</p> <p>Actions they are taking to improve/maintain performance: Continued focus on delivering the Trust's 2015-2019 strategy to increase participation. Review of membership package and class provision underway.</p>			Rob Dickson								
Year	Value																									
2010/11	0																									
2011/12	0																									
2012/13	0																									
2013/14	0																									
2014/15	1,249																									

This page is intentionally left blank

**DISCRETIONARY HOUSING PAYMENTS – 2015/16 MID YEAR
PERFORMANCE REPORT**

Report by Service Director Neighbourhood Services

EXECUTIVE COMMITTEE**1 December 2015**

1 PURPOSE AND SUMMARY

- 1.1 This report details the activity of the Discretionary Housing Payment scheme to the second quarter of 2015/16. The report provides an update on the funding and performance of the scheme.**
- 1.2 The total amount of Discretionary Housing Payments awarded in the first two quarters of 2015/16 was £556,951.
- 1.3 The total amount of Discretionary Housing Payments awarded and paid in 2014/15 was £733,398.
- 1.4 There were 1,354 Discretionary Housing Payment applications received in the first two quarters of 2015/16. Of the 1,354 decided 1,254 (93%) were successful.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee:**
 - (a) notes the activity relating to Discretionary Housing Payments in the first two quarters of 2015/16.**
 - (b) receives future updates on the scheme via the regular financial and performance monitoring reports.**

3 BACKGROUND

- 3.1 Discretionary Housing Payments were introduced in July 2001 and replaced the Exceptional Hardship and Exceptional Circumstances Payments. They are not payments of Housing Benefit but separate payments made at the Council's discretion, within Government guidelines, in cases where it is considered that extra help with housing costs is needed.
- 3.2 Payments are funded from a budget provided by the Department for Work and Pensions (DWP) and Scottish Government. In addition, for 2014/15 the Council could top up, by 1.5 times the level of funding available for this purpose. This restriction has been removed and there is no limit to the level of top up the Council can provide. This top up includes any contribution from Scottish Government.
- 3.3 The Scottish Government (SG) has reduced the guaranteed funding provided from £426,546 for 2014/15 to £65,266 in year 2015/16. The SG has also committed to mitigating the social sector size reductions and up to £122,734 will be made available in May 2016 if the initial budget of £548,607 (the combination of the DWP and SG funds) is exceeded. The additional sum will only be paid based on the amount it costs the authority to mitigate the Social Sector Size Criteria reductions. The Council has committed to providing a top up of £58,000 if required.
- 3.4 The funding comparison is:-

	2015/16	2014/15
SBC discretionary top up	£ 58,000	£ 58,000
DWP Budget	£483,341	£464,841
Scottish Government top up	£ 65,266	£426,546
Scottish Government provisional top up	<u>£122,734</u>	
Table Funding available	<u>£729,341</u>	<u>£949,387</u>

1

- 3.5 The information at Table 1 reflects available in year funding together with the £122,734 provisional top up payment which will be made in May 2016 dependent on the Scottish Government's assessment of Councils meeting the spending criteria.
- 3.6 The Council revised its Discretionary Housing Policy on 31 October 2013 to take account of the increased funding and welfare reforms. Anyone who is currently receiving Housing Benefit, and requires further help with their housing costs, can apply for additional help. This is typically because of a high rent, a claimant who has more bedrooms than allowed within the Housing Benefit regulations, to help with costs when moving, rent deposits or where the claimant is responsible for rents on two properties for a short period. The policy is being reviewed annually taking into account the impact of funding changes.

4 CURRENT POSITION

4.1 The total figures for 2015/16 compared to 2014/15 and an estimate of projected spend are shown below:-

Number of DHP claims and spend			
	2015/16	2015/16	2014/15
	Projected spend for April 2015 to March 2016	Actual spend for April 2015 to September 2015	Actual spend for April 2014 to March 2015
Number of Applications considered	2,176	1,354	2,265
One-off payments	£42,686	£21,343	£69,798
Ongoing payments	£669,510	£535,608	£663,600
Total awards	£712,196	£556,951	£733,398

Table2

- 4.2 Awareness of Discretionary Housing Payments has increased dramatically in the last two years, particularly due to the take up campaign started in January 2014. Scottish Borders Council will continue to work closely with Scottish Borders, Berwickshire, Waverley and Eildon Housing Associations to identify people who need help because of the changes in the spare room subsidy. As budgets have been reduced, a review of the awards policy and procedure is being undertaken to ensure the budget provisions continue to be allocated and spent in alignment with policy priorities
- 4.3 The Council is also working jointly with the Department for Work and Pensions to identify and support people who are affected by the Benefit Cap. The number of people affected by the benefit cap is likely to increase in April 2016 if the level of the cap reduces from £25,000 per year to £20,000 per year creating additional pressure for DHPs.
- 4.4 As predicted in previous reports, the full level of available funding was not required in 2014/15 however based on 2014/15 expenditure this may not to be the case in 2015/16 due to reduced funding levels.
- 4.5 As in previous years unspent funding from the DWP would have to be repaid. The non DWP funding relates to Scottish Government funding which has been partially allocated to Councils with the balance only to be paid if required to mitigate the effects of the social sector size criteria reductions. In addition the Council has committed to a top up of £58,000 should there be an overall shortfall however this will ease the difficulties in planning for payments of awards in the latter part of the financial year and reduces the risk of applications being refused.
- 4.6 At 30 September 2015 there were no Discretionary Housing Payment applications awaiting decisions by officers.

- 4.7 The total number of applications received in the first two quarters of 2015/16 was 1,354, all of which were decided upon at the end of the period. A detailed analysis of claims is provided in Appendix 1. This shows that:-
- 1,254 (93%) of the claims decided have been successful. This is partly due to work with partner organisations, who have helped advise and signpost potential claimants who may not have been entitled under the previous policy.
 - 1,052 (84%) of those successful applications are from people affected by the social sector size criteria.
- 4.8 A campaign was undertaken in January 2014 to specifically target people affected by the the Social Sector Size Criteria reductions-who had not already come forward for help. The vast majority of tenants who have been affected the change have been identified and there is ongoing work to engage with the hard to reach people. This has included
- a letter and applications form;
 - telephone calls if we hold a contact number is held;
 - a visit to their home;
 - the offer of a further visit if assistance is required to make an application
- 4.9 The DWP allocation for DHPs in Scotland in 2015/16 has been reduced by £1.9 million however there has been a £19,000 increase in the Council's allocation for 2015/16 due to revision in the calculation data used by DWP. The Scottish Government has committed to topping up DHP funds to 80% of the estimated funding required to fully mitigate the impact of the social sector size criteria with up to a further 20% being made available when the total impact is known in May 2016.
- 4.10 The Scotland Bill currently being progressed through Parliament contains measures which would transfer powers to the Scottish Government allowing it to set up its own scheme.

5.0 IMPLICATIONS

5.1 Financial

Other than the financial implications outlined in the report, there is uncertainty on the future of funding for Discretionary Housing Payments.

5.2 Risk and Mitigations

- (a) There is a risk that Scottish Borders Council may use all of the Discretionary Housing Payment funding before the financial year end and people who are in need may not be able to receive the intended assistance. This has been mitigated to an extent by further reviewing of the existing policy to ensure priority cases are identified and by the Council providing a top up provision for officers discretionary use.
- (b) The increased volume of applications, reviews and monitoring is causing an additional burden which will be partially mitigated by additional temporary resources funded from existing budget resources provided for such purposes.

5.3 Equalities

There are no adverse equality implications.

5.4 Acting Sustainably

- (a) This report highlights that there are economic and social impacts which require to be monitored and may require a future policy change.
- (b) No environmental effects were identified.

5.5 Carbon Management

There are no effects on carbon emissions.

5.6 Rural Proofing

This policy highlights the additional funding that is specifically aimed at rural issues. Changes to the Discretionary Housing Payments Policy were previously made following a workshop with stakeholder groups and a take up campaign focused specifically on people affected by the Social Sector Size Criteria in rural areas.

5.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Scheme of Delegation required.

6.0 CONSULTATION

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR, the Clerk to the Council and Communications & Marketing have been consulted and their comments have been incorporated into the report.

Approved by

Jenni Craig

Service Director Neighbourhood Services Signature

Author(s)

Name	Designation and Contact Number
Jenni Craig	Service Director Neighbourhood Services, 01835 825013
Les Grant	Customer Services Manager 01835 824000 ext 5547

Background Papers: None

Previous Minute Reference: Scottish Borders Council 21 April 2015.

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

Contact us at Les Grant, Customer Services Manager, Scottish Borders Council,
Newtown St. Boswells, MELROSE TD6 0SA. Tel 01835 824000 Ext 5547 email
customerservices@scotborders.gov.uk

Appendix 1

DHP applications award breakdown 2015/16						
Application Period	Reason / Outcome	Local Housing Allowance Changes	Not Related to Welfare Reform	Spare Room Subsidy	Benefit Cap	Total
Apr 15– Sep 15	Successful	77	115	1052	10	1254
	Refused	30	57	13	0	100
	Spend	28,071	24,756	488,169	15,955	556,952

Refusal Reasons	April 2015 to September 2015	2014/15
Benefit Increased as a result of application	0	5
Capital	3	7
No rent shortfall	5	20
Refusal to move to a more affordable property (after some short term help)	0	4
Withdrawn / Info not provided	28	46
Excess Income	0	1
No HB claim	20	64
No hardship shown	13	28
Excluded charges	0	13
Other	31	51
Outgoings unreasonably high	0	1
Totals	100	240

This page is intentionally left blank

SCOTTISH GOVERNMENT REVIEW OF NOMENCLATURE OF UNITS FOR TERRITORIAL STATISTICS AREAS

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

1 December 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes that Scottish Borders Council supports the Scottish Government's proposal to create a new Nomenclature of Units for Territorial Statistics (NUTS) area covering Southern Scotland.**
- 1.2 The Nomenclature of Units for Territorial Statistics (NUTS) is a set of geographical boundaries set and regulated by the European Union. The core purpose of NUTS boundaries is the reporting of regional statistics to Eurostat and they are used to inform regional policy development and determine regional funding allocations. Scottish Borders is in the Eastern Scotland NUTS2 area which covers much of the Eastern half of Scotland and includes Edinburgh and Dundee.
- 1.3 The Council, through the South of Scotland Alliance, made representations to the Scottish Government to create a new NUTS2 area covering Southern Scotland. This proposed area would cover the local authority areas of Scottish Borders, Dumfries & Galloway, East Ayrshire, South Ayrshire, South Lanarkshire and mainland parts of North Ayrshire. That proposal was endorsed at the meeting of Scottish Borders Council on 21 May 2015, and was then submitted to the Scottish Government in July 2015 by the South of Scotland Alliance.
- 1.4 On 9 November 2015, the Scottish Government released its consultation document to create a fifth NUTS2 area in Scotland which aligned with the Alliance's proposal. The closing date for responses to the consultation is 15 January 2016.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - a) **Welcomes the proposals in the Scottish Government NUTS Consultation to create a fifth NUTS2 area covering Southern Scotland; and**
 - b) **Delegates authority to the Corporate Transformation and Services Director to respond to the consultation by 15 January 2016.**

3 BACKGROUND

- 3.1 The Nomenclature of Units for Territorial Statistics (NUTS) is a set of geographical boundaries set and regulated by the European Union. The core purpose of NUTS boundaries is the reporting of regional statistics to Eurostat. These statistics are also used to inform regional policy development and determine regional funding allocations.
- 3.2 The NUTS geography is a hierarchical geography with 3 levels. NUTS1 is the highest level of the NUTS geography and Scotland is a NUTS1 region. Scotland has four NUTS2 regions currently: Eastern Scotland, Highlands & Islands, North Eastern Scotland and South Western Scotland. Scottish Borders is part of the Eastern Scotland NUTS2 region which also includes Edinburgh and Dundee. The map at Appendix 1 shows these current areas.
- 3.3 All NUTS areas are reviewed regularly with the last review completed in 2013. Changes from the current review will come into force on the 1 January 2018, but will not impact on the allocation of structural funds until 2026.
- 3.4 The South of Scotland Alliance has been concerned about the NUTS2 boundaries in Scotland for some time. The current boundaries group Scottish Borders in with Edinburgh and Dundee. This presents particular problems with regards to the use of NUTS2 areas as a means to allocate European structural funding. This is due to the low Gross Domestic Product (GDP) per head in the Southern Scotland area which is masked when they are grouped in with higher GDP areas like Edinburgh and Glasgow.
- 3.5 Previously the Alliance has made representations to the Scottish Government in order to create a NUTS2 area for the South of Scotland. This area would have been made up of Scottish Borders and Dumfries & Galloway. These representations were rejected due to the proposed area not meeting the EU requirements for population of a NUTS2 area. The Alliance has developed a wider Southern Scotland proposal in preparation for this NUTS review.
- 3.6 This issue has been identified as a priority in the Scottish Borders Economic Strategy 2023. The proposal outlined in this report contributes towards the delivery of the specific action in the Updated Action Plan 2015 to "lobby for a realignment of NUTS2 boundaries with the South of Scotland Alliance".

4 A NUTS2 AREA FOR SOUTHERN SCOTLAND

- 4.1 In May 2014, the South of Scotland Alliance began discussions with Council officers from other local authorities in Southern Scotland. These included North, East and South Ayrshire, and South Lanarkshire. Over the course of the last 18 months, Alliance officers have worked in consultation with these officers to put together a case which proposes the creation of a fifth NUTS2 area, covering Southern Scotland.
- 4.2 This case outlined the creation of the new NUTS2 area, the commonalities across the area, and the possible knock-on effects of the potential changes. The paper identified a number of common socio-economic challenges present in the Southern Scotland. These are GDP per head below Scottish, UK and EU averages, a more ageing population than the Scottish average, wages well below Scottish averages, and towns and rural areas in need of economic diversification.
- 4.3 Creation of a new NUTS2 area for Southern Scotland would allow these issues to be highlighted on a statistical level, which would then allow policy to be better focussed on providing measures to help support economic development in Southern Scotland.

- 4.4 The proposal also contained an analysis of the current GDP per head data for each of the NUTS2 areas. It showed that none of the current NUTS2 areas would be adversely affected when it came to the current funding arrangements for the distribution of European funding. What it also demonstrated was that the new arrangements could represent a net gain for Scotland.

5 SCOTTISH GOVERNMENT CONSULTATION

- 5.1 On 9 November 2015, the Scottish Government released its consultation document to create a fifth NUTS2 area in Scotland. This aligned with the South of Scotland Alliance's proposal. The Consultation period is due to end on 15 January 2016. The last meeting of the South of Scotland Alliance agreed that officers should prepare a response to the consultation. This would be a joint response from the Alliance partners and could also serve as the basis for Scottish Borders Council's response to the consultation. It is recommended that the response should support the proposals in the consultation paper, but also raise concerns with the timetable for implementation of the changes with regard to the allocation of EU funding.
- 5.2 Previous South of Scotland Alliance briefings with MPs and MSPs have discussed the proposal, with a strong level of support being shown for the proposal. The Alliance is taking steps to reinforce the support for the proposal among local MPs and MSPs.

6 IMPLICATIONS

6.1 Financial

There are no direct financial costs as a result of the recommendations of this report. However, successful implementation of the proposed Southern Scotland NUTS2 area could potentially result in increased European funding being made available to the Scottish Borders in the longer term.

6.2 Risk and Mitigations

There is a reputational risk to the Council if it does not lobby as effectively as possible for additional European funding for the Scottish Borders. It is important that the proposal from the South of Scotland Alliance is reinforced in order for the potential benefits of these changes to be realised for the Scottish Borders.

6.3 Equalities

It is anticipated there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising from this report.

6.4 Acting Sustainably

The proposals in the Consultation could potentially open up new opportunities for European funding. This would aid the sustainability of the economy in the Scottish Borders.

6.5 Carbon Management

There are no significant effects on carbon emissions arising from this report.

6.6 Rural Proofing

While this report does not propose any new or amended policy, changes to the NUTS2 regions in this manner could secure additional funding in future for projects which could strengthen rural areas in the Scottish Borders.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to the Scheme of Administration arising from this report.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments incorporated into the report.
- 7.2 Corporate Communications have also been briefed and consulted on the proposals.

Approved by

Rob Dickson

Corporate Transformation and Services Director

Signature

Author(s)

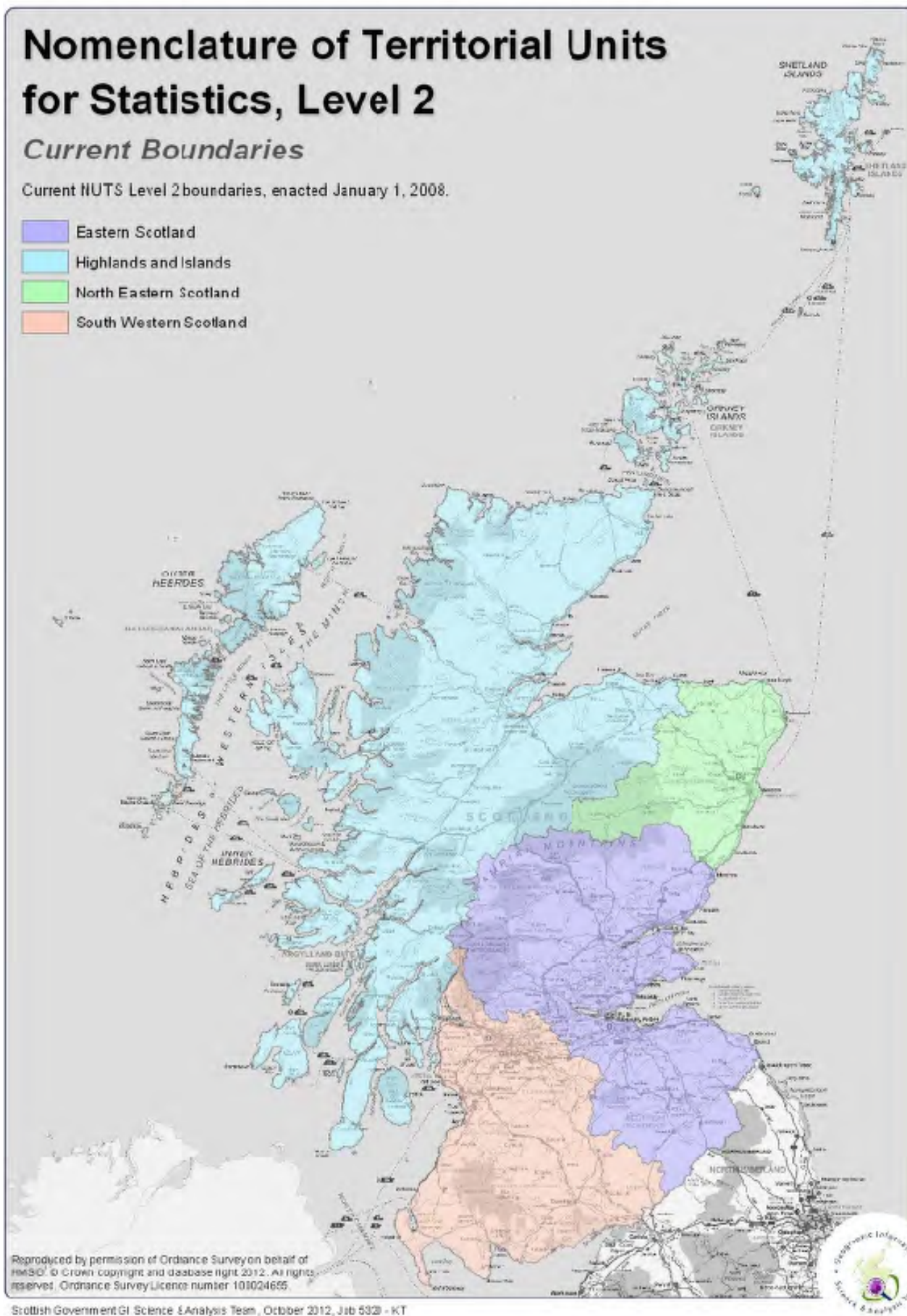
Name	Designation and Contact Number
Bryan McGrath	Chief Officer Economic Development – Tel 01835 826525
Douglas Scott	Senior Policy Advisor, Chief Executives – Tel 01835 825155

Background Papers:

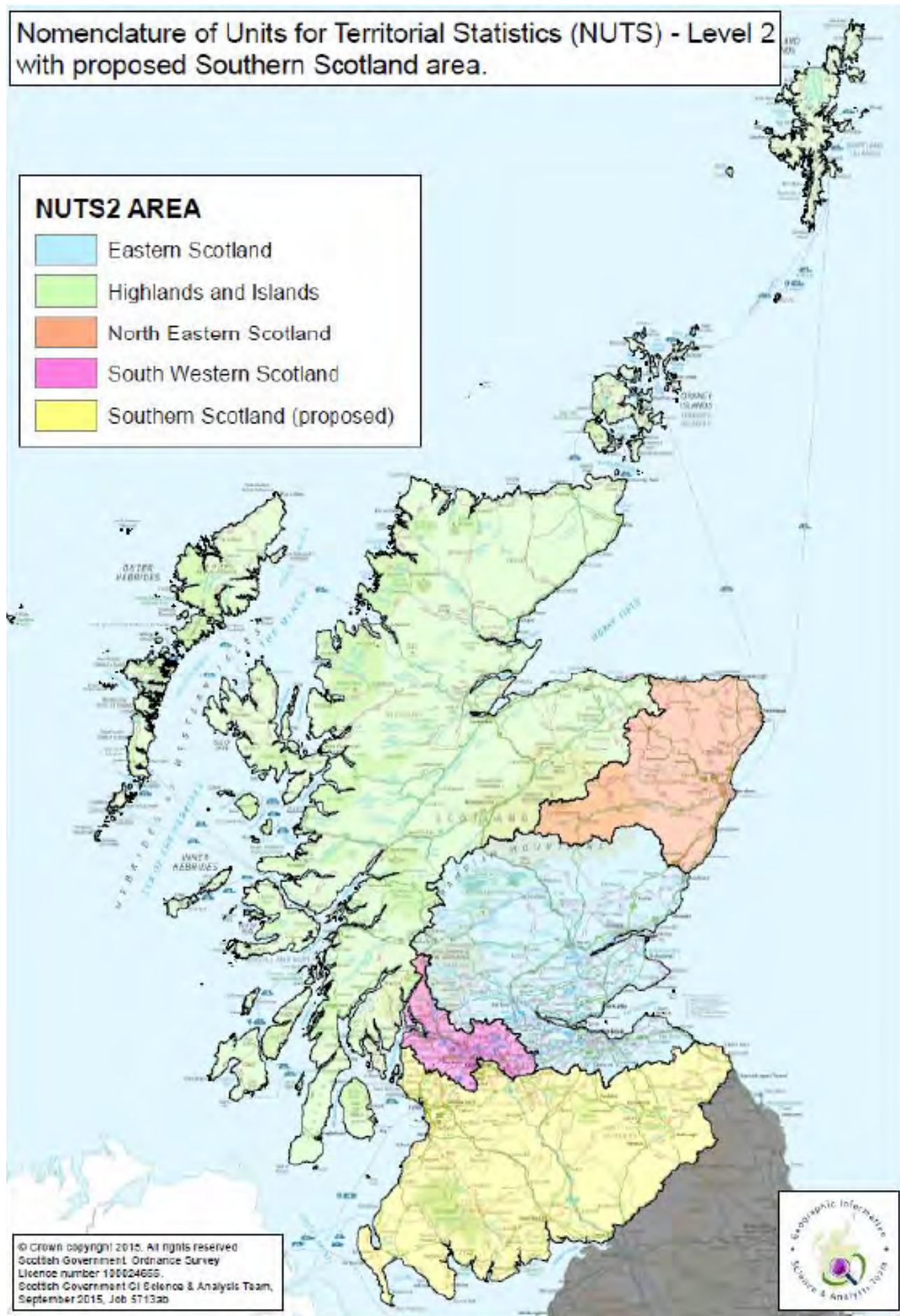
Previous Minute Reference: Item 9, Scottish Borders Council, 21 May 2015

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

Contact us at Douglas Scott, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA Tel: 01835 825155, email dscott@scotborders.gov.uk



APPENDIX 2 – Map of Proposed Changes to NUTS2 Areas in Scotland



CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

1 DECEMBER 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 18 August 2015 and sets out planned activity in the reporting period to the end of January 2016.**
- 1.2 In February 2015, Council agreed to establish a Corporate Transformation Programme for the Council.
- 1.3 Progress Reports are brought to the Executive Committee on a quarterly basis. The last Corporate Transformation Progress Report was presented on 18 August 2015.
- 1.4 The current 17 areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, summarises progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.
- 1.5 The main areas of progress to highlight in this reporting period include:
- (a) **Railway Programme** – the Borders Railway opened in September 2015, with press coverage that delivered a potential audience reach of 51 million. The Borders Railway Inward Investment Prospectus and Visitor Marketing Programme went live in August 2015. 126,000 passengers used the service in the first month in September (annual target 647,000).
 - (b) **Sustainable Transport** – A CPP Strategic Transport Board was established in May 2014 and has developed and overseen a significant transport change programme. Projects implemented include a Joint Transport Procurement Framework, Improvements to Bus and Borders Railway connectivity, a Community Transport Hub and Improving Access in Rural Locations in the Berwickshire Area.

- (c) **Culture Trust** – SBC and BSLT have agreed to the formation of an Integrated Culture and Sport Trust. Work on implementation has started with a target date for go-live of the Integrated Trust being 1st April 2016.
- (d) **Integration of Health and Social Care** – The second draft of the Strategic Plan was published in October and is currently out for consultation until 11th December. The plan has been developed on the basis of feedback received from the initial round of public engagement on the first draft in early summer this year.
- (e) **Workforce Transformation** – Workforce Transformation is one of the central strands of the overall Corporate Transformation Programme. A Programme Brief will be presented to Corporate Management Team in November for agreement. The Brief will set out the scope of the programme. Work is already progressing on key pieces of work, in particular the implementation of Staff Benefits and the People Planning Process. A performance profile will be included in the next quarterly progress report to Executive Committee in February 2016 (this was originally scheduled for the current progress report).
- (f) **Customer First** – The Draft Programme Brief has been developed and approved by Corporate Management Team. The overall aim of the programme is to modernise and improve how customers access Council services.
- (g) **Alternative Models of Service, Roads Review** - The main focus of the Alternative Models of Service Delivery (AMSD) work has been to progress the Roads Review.
- (h) **Co-Production** – A short-life working group has been established to progress this work stream with representatives from key departments across the Council and key partner agencies. An agreed definition of the term co-production has been produced and work is now underway to develop a toolkit/workbook to assist staff to implement the approach and any training requirements will also be identified. It is anticipated the work will be completed by Spring 2016.

1.6 The second set of detailed performance reporting for areas of work within the programme is set out in Appendices 2 and 3 covering the Borders Railway and Sustainable Transport programmes. As mentioned above in 1.4(f), the performance profile for Workforce Transformation will now be presented in February 2016. It is the intention to provide this detailed reporting for 3 or 4 areas within the programme quarterly to Executive Committee. Over the course of the next year, all areas of work within the programme will have been reported in this level of detail.

2 RECOMMENDATIONS

2.1 **I recommend that Executive Committee notes the progress made in developing and delivering the Corporate Transformation Programme.**

3 BACKGROUND

- 3.1 In February, Council agreed to establish a Corporate Transformation Programme for the Council which:
- (a) Is based around the four cross-cutting themes as set out in the Financial Strategy 2015–16:
 - (i) Making Best Use of our People
 - (ii) Working with our Partners
 - (iii) Looking after the Borders
 - (iv) Business Process Transformation
 - (b) Builds on the former Business Transformation Programme.
 - (c) Supports Member, Corporate and Partnership priorities.
- 3.2 Council agreed that quarterly monitoring reports would be considered by the Executive Committee.
- 3.3 This report forms the second quarterly Corporate Transformation Performance Report and sets out:
- (a) Progress since August 2015 (and rates that as Red, Amber or Green).
 - (b) Planned work in the next reporting period to the end of January 2016.
- 3.4 The current 17 areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, summarises progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4 PROGRESS

- 4.1 The main areas of progress to highlight within this reporting period are set out below.
- 4.2 **Railway Programme**
- 4.2.1 The main focus of work has been to progress projects in the Borders Railway Blueprint Action Plan, with priority given to activity that needed to be delivered by September 2015 in time for the railway opening celebrations.

4.2.2 Some general points of progress are summarised below:

- (a) Communications: under the leadership of Scottish Enterprise the Blueprint Communications Group developed a core script with key messages to be used for the opening celebrations. VisitScotland worked with partners to deliver a Media Day to showcase the region in advance of the opening weekend. 93 media reps were hosted on a special press preview train, generating 273 pieces of coverage and a total audience reach of 51 million. This helped ensure #mybordersrailway was trending on UK Twitter, with a potential audience reach of 29 million.
- (b) Inward Investment Response: the new Inward Investment Prospectus and promotional film went live in August 2015 – www.bordersrailwayprospectus.com. The site contains a wealth of information for potential investors and an interactive map of over 100 development sites in the railway corridor.
- (c) Visitor Marketing Programme: the first phase of the VisitScotland led marketing campaign went live in August 2015, targeting markets in UK, Germany and North America. This includes outdoor, radio and digital advertising. A blog page highlighting attractions along the route and directing visitors to destination webpages is available at www.visitscotland.com/bordersrailway
- (d) Steam Train Experience: ScotRail has delivered a six week pilot project from September to November, with steam trains running from Edinburgh Waverley to Tweedbank three times a week. The pilot had 100% occupancy, with 6,200 passengers visiting the region. Add on tours were provided to Abbotsford House, Melrose Abbey and Selkirk. A full economic impact assessment is underway to help inform options for 2016.
- (e) Business Opportunities Guide: a new Borders Railway business opportunities guide was launched in October via Business Gateway, to highlight new business opportunities for the tourism sector. The launch of the guide is complemented by a part-time Tourism Business Advisor post to provide 1:1 and group business support.

4.2.3 A summary of programme activity is attached in Appendix 2.

4.3 **Sustainable Transport**

4.3.1 The CPP Strategic Transport Board (STB) was established in May 2014 to oversee the development and implementation of a transport change and improvement programme. All partner organisations are represented on the Board (SBC, Borders College, NHS Borders, Scottish Ambulance Service and Voluntary Sector) and it is chaired by the Chief Executive of Berwickshire Housing Association. The STB has facilitated CPP wide consideration of transport related issues and opportunities with all partners fully engaged in implementing improvements to meet the transport challenges of our organisations and Borders citizens.

4.3.2 Main areas of progress in the STB's programme are summarised below:

- (a) Joint CPP Transport Procurement Framework: CPP procurement and transport colleagues have developed this joint framework as a means of more effectively managing the procurement of partner transport requirements. The framework went "live" in April 2015 with a number of contracts already awarded through it. Over the next 2-4 years approximately £10m of annual partner transport spend will be tendered through the framework with the potential to deliver significant savings in the region of £400k. As well as delivering savings, this shared approach will enable better management of the market and the opportunity to improve the quality and flexibility of transport across the Borders.
- (b) Development of a Community Transport (CT) Hub: SBC, NHS and voluntary sector (Community Transport) partners have worked together and secured external funding from SESTRAN and Integrated Care Fund (ICF) to enable the creation of a Community Transport Hub. The hub was up and running in October and will co-ordinate all Community Transport provision in the Borders. It will also provide a single point of booking for service users, will build capacity across the CT sector, remove duplication and make more cost effective utilisation of assets. A key aim of the Hub is to improve access to health services and to help facilitate timely discharge from hospital.
- (c) Improving Transport in Rural Locations: The STB have developed and undertaken a strand of work on community engagement in Berwickshire to explore how transport and access could be improved in rural and isolated locations. Two events have been held at Berwickshire and Eyemouth High Schools involving all age groups from students to older people where access and transport issues have been discussed and potential solutions explored. This co-production approach has resulted in some communities taking the lead in developing small projects to enable them to be less isolated and reliant on supported transport provision. The STB is supporting these communities in implementing their ideas and this approach will be applied across other rural areas in the Borders in the coming months.
- (d) Bus/Borders Railway Connectivity: A baseline study was undertaken to assess the level of bus connectivity with Borders Railway timetable. Following this work, in June 2015 Elected Members agreed short term (12 month) proposals to enhance bus/rail connectivity which were implemented in time for the opening of the Borders Railway. The effectiveness of the additional bus services will be evaluated over the coming year.
- (e) SBC Strategic Transport Unit: A Strategic Transport Service Manager was appointed earlier in 2015 and has developed and implemented a new structure for the Passenger Transport Unit to take the service in a more strategic direction aligned to CPP transport priorities and the STB's aims and work plan.

- 4.3.3 The benefits that will be realised by the programme are multiple and include generation of savings and efficiencies, reduced carbon footprint, strengthened partnership working, and a sustainable approach that meets the needs of service users. The performance information infographic at Appendix 3 set out in more detail the context, benefits and progress of the programme.

4.4 **Culture Trust**

SBC and BSLT have agreed to the formation of an Integrated Culture and Sport trust. Work on implementation has started with a target date for go-live of the Integrated Trust being 1st April 2016. The following main points and focus around implementation are summarised below:

- (a) A large amount of work requires to be done to implement within this challenging timeframe. Effort is being made to manage scope and focus on essential implementation tasks only and leave others to post-April 2016. BSLT will drive integration activities post April 2016.
- (b) BSLT are reviewing their organisation name, brand etc.
- (c) Meetings have been held with Cultural Services staff and with unions to explain the transfer process. Staff introduced to Chief Executive of BSLT who gave reassurance to staff where it was possible to do so.
- (d) An actuary has looked at the pension implications of integration and this will inform pension decisions going forward.
- (e) The VAT implications of integration have been examined.

4.5 **Integration of Health and Social Care**

- (a) The second draft of the Strategic Plan was published in October and is currently out for consultation until 11th December. The plan has been developed on the basis of feedback received from the initial round of public engagement on the first draft in early summer this year. A series of engagement events are being held across the Borders in November and the final Plan will be presented to the Integration Joint Board for approval on 1st February and then, subsequently, to the Health Board and the Council for noting on 18th and 25th February respectively.
- (b) A second draft of the Scheme of Integration (the document setting out the key governance arrangements between the Integrated Joint Board, the Council and the Health Board) is being submitted to the Scottish Government. The agreement of these two key documents will ensure that the Partnership meets the national deadlines and that integration arrangements are in place by 1st April 2016.

4.6 **Workforce Transformation Programme**

- 4.6.1 Workforce Transformation is one of the central strands of the overall Corporate Transformation Programme and is critical to enabling new ways of working and unlocking savings and efficiencies not just across the Programme but also the service specific savings in the Financial Plan.

- 4.6.2 A Programme Brief will be presented to Corporate Management Team in November. The brief will set out the scope of the programme. Work is already progressing on key pieces of work, in particular the implementation of Staff Benefits and the People Planning Process.

4.7 **Customer First Programme**

- (a) The Draft Programme Brief for has been developed and approved by Corporate Management Team. The overall aim of the programme is to modernise and improve how customers access Council services. It includes the following work streams:

- (i) Development of a Customer Services Strategy
- (ii) End to End Fault reporting
- (iii) eBenefits
- (iv) eBuilding Standards
- (v) ePlanning
- (vi) Website redesign
- (vii) Social Work Customer Services project
- (viii) Digitisation of Mail (Electronic Mail)
- (ix) Customer Portal
- (x) Upgrade of GIS/Local View mapping capability
- (xi) Telephony, Webchat and Social Media development
- (xii) Channel Shift

Work is at a variety of stages across the different work streams with eBenefits, ePlanning, eBuilding Standards and Website redesign all being well advanced with progress set out below. The remaining work streams are generally at the scoping stage with the exception of the End to End Fault reporting project which has been paused while the Council decides on its future ICT strategy in December.

- (b) ePlanning - The main focus of work has been to progress the projects' preparatory IT work featuring upgrades to Oracle, Uniform and the Public Access database which is required for Planning to be ready to use the upgraded Scottish Government Planning application portal which goes live from January 2016 onward. The Council's required upgrades are progressing well in partnership with iDox who are also the provider of the portal for the Scottish Government.
- (c) eBuildingStandards - The main focus of work has been to progress the projects' preparatory IT work featuring upgrades to Oracle, Uniform and the Public Access database which is required for Building Standards (like Planning) to be ready to use the new Scottish Government Building Standards application portal which goes live from April 2016 onward. The Council's required upgrades are progressing well in partnership with iDox who are also the provider of the portal for the Scottish Government.
- (d) eBenefits - Testing is progressing well with all issues identified so far, being easily corrected. A communications plan is being developed to notify customers and staff of a likely "soft launch" for this facility in November.

4.8 **Alternative Models of Service Delivery - Roads Review**

- (a) The main focus of the Alternative Models of Service Delivery (AMSD) work has been to progress the Roads Review. The 15 May Executive Committee recommended that the most advantageous operating model for road services be reported back by the end of 2015. The plan is to present the proposed operating model to Admin Policy Working Group (APWG) on 1st December 2015 and for this group to make a recommendation to Executive Committee. Upon approval the next stages will be to present detailed delivery model options appraisal and following this to a subsequent business case.
- (b) To date, a series of workshops have taken place involving service directors, HR and Finance representatives, trade union representatives and managers from SBC Roads, Neighbourhoods, Design, Infrastructure and Fleet. These workshops have been critical in detailing the requirements for change, in establishing the service areas in scope and for promoting staff/union buy-in to the proposed changes.
- (c) The new Chief Officer for Roads will be in post from January 2016 and he will play a key role in staff consultation, service structure and setting the clear direction for the new Roads 'entity'.

4.9 **Co-Production**

- (a) A short life group has been established to progress this workstream with representatives from key departments across the Council and key partner agencies.
- (b) An agreed definition of the term co-production has been produced and work is now underway to develop a toolkit/workbook to assist staff to implement the approach and any training requirements will also be identified. It is anticipated the work will be completed by Spring 2016.
- (c) Proposed definition:
 - (i) Co-production is an approach that combines our mutual strengths and capacities so that we can work with one another on an equal basis to achieve positive change.
 - (ii) It is about involving people in the delivery of public services, helping to change their relationship from dependency to genuinely taking control. This involves active dialogue and engagement to create something jointly, thereby achieving better results or outcomes.

5 COMMUNICATION AND ENGAGEMENT WITH THE UNIONS

- 5.1 (a) Implementation of the agreed Communications Strategy for the programme is well underway. Project managers are being supported by dedicated Communications officers for each of the 17 areas of work to develop individual communications plans. These individual plans inform one overarching plan for the programme. This plan is overseen by CMT acting as the Programme Board to ensure clarity of communications activity and consistency of key messages across all areas of work. This work is aligned to the Financial Plan communications activity which is underway.

- (b) The next issue of the Council newspaper, SB Connect, includes an article about the Financial plan consultation, the Corporate Transformation programme and several updates from the various projects. This is issued to homes from 23 November. The next staff magazine, SBScene will include an update from the programme – this is issued to staff at the end of November.
- (c) A new section on the staff Intranet is being developed and this will be used to regularly update all staff and members on further detail on each of the projects going forward. This will be supported by the use of SBUpdate (fortnightly e-mail bulletin) to signpost staff to this area for new information. A new area of the Council website is now live at www.scotborders.gov.uk/transformation

5.2 As highlighted in previous reports to the Executive Committee, there was a continued need to better co-ordinate the reporting of issues flowing from the Corporate Transformation programme to the Trade Unions. To assist in doing this the most up to date Corporate Transformation programme tracker is now considered by the Unions at their regular monthly update meeting. Any potential staffing issues are highlighted in the tracker enabling timely management and engagement with Trade Unions. This is also supplemented by more detailed specific briefings as they are required.

6 REPORTING

- 6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1 aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.
- 6.2 At the previous Executive Committee the first set of more detailed performance reporting information was provided on the Property and Assets and Energy Efficiency areas of work within the programme. These set out what each was trying to achieve in terms of outcomes, the performance within the service areas they are covering, financial savings required and more detail on their progress. Appendix 2 and 3 provides the next set of information in an "infographic" format in respect of the Borders Railway and Sustainable Transport programmes. Over the course of the next year every area of work within the programme will have been reported to Executive Committee in this level of detail.
- 6.3 Appendix 4 provides a summary of the detailed progress update for areas within the programme that have been reported to Executive to date and that will be reported to future Executive meetings.

7 FINANCE

- 7.1 As part of the financial monitoring of the Corporate Transformation Programme an assessment is made of current progress in the delivery of savings proposals included in the Financial Plan, this is reported as part of the Revenue Monitoring process

- 7.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. There is a requirement to focus on the achievability and progress of planning the delivery of all savings within the Plan to ensure future plans continue to be set on a realistic and achievable basis.
- 7.3 As the financial planning process for 2016/17 – 2020/21 commences within the Council, work is being undertaken to ensure that any financial savings attached to the Corporate Transformation programmes are realistic and achievable.
- 7.4 Staffing implications associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget where appropriate provision has been made within the revenue budget.

8 IMPLICATIONS

8.1 Financial

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. Business cases with return on investment information are being developed for the projects and activities within the programme as appropriate.

8.2 Risk and Mitigations

A formal risk management approach will be applied consistently and appropriately across the programme.

8.3 Equalities

Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

8.4 Acting Sustainably

The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

8.5 Carbon Management

The programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

8.6 Rural Proofing

This will be undertaken within the programme where appropriate.

8.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

9 CONSULTATION

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

Approved by

Rob Dickson **Signature**

Corporate Transformation & Services Director

Author(s)

Name	Designation and Contact Number
Andrew Medley	Portfolio Manager - 01835 825267
James Lamb	Portfolio Manager - 01835 825392

Background Papers: Nil

Previous Minute Reference: Scottish Borders Council, 12th February 2015.

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

Contact us at James Lamb, Portfolio Manager, Programme Office, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 825392 or – email jlamb@scotborders.gov.uk.

This page is intentionally left blank

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

24/11/2015

Priority 1: Encourage sustainable economic growth

Railway Programme		Rob Dickson
Transport Programme		Andrew Drummond-Hunt

Priority 2: Improve attainment & achievement levels

Children & Young People		Donna Manson
-------------------------	---	--------------

Priority 3: Provide high quality support, care and protection

Adult Services		Susan Manion
----------------	---	--------------

Priority 4: Build the capacity and resilience of our communities

Localities Programme		Jeanette McDiarmid
Digital Connectivity		David Cressey

Priority 5: Maintain and improve our high quality environment

Waste Plan		Jenni Craig
Energy Efficiency		David Robertson


Priority 6: Develop our workforce

Workforce Transformation		Rob Dickson / Clair Hepburn
--------------------------	---	-----------------------------

Priority 7: Develop our assets and resources

Property & Assets Programme		Andrew Drummond-Hunt
-----------------------------	---	----------------------

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Data/Information Sharing		Brian Frater
Alternative Service Delivery Models		Philip Barr
Co-production		Elaine Torrance
Integration of Health & Social Care		Susan Manion
Customer First Phase 2		Jenni Craig
Business Process Re-engineering		David Robertson
ICT Change Programme		Rob Dickson

Key:



Critical issues to be reviewed by CMT





Some issues to be managed by Project Team



No issues to report


CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Priority 1: Encourage sustainable economic growth


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson/ Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.		<p>Progress Update: Green because Communications Plan delivered for Borders Railway Opening Celebrations in September 2015, including 'key messages' core script and VisitScotland led Media Day (which generated 273 pieces of coverage; with potential audience reach of 51 million).</p> <p>Other recent milestones achieved:</p> <ul style="list-style-type: none"> - Inward Investment Prospectus went live in August with soft launch 2015 using social media. - Rail/ bus service improvements including 'hop on hop off' bus introduced in September 2015. - Agreement with Transport Scotland over ownership and redevelopment of BordersRailway.co.uk in September 2015. - First month passenger figures announced (September 2015) - 126,000 (annual target 650,000). 	<p>Risk Workshop with Leadership Group linked to 2016 priorities. Other milestones to be delivered:</p> <ul style="list-style-type: none"> - Business Opportunities Guide launched. - Steam Train Experience delivered. - Tourism Train Market Assessment completed. - Inward investment event. - Partnership performance group to meet and agree performance targets.
Andrew Drummond-Hunt /Andrew Medley	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.		<p>Progress Update: Green because Joint Framework contract management arrangements being developed and implemented with partners. Contracts continue to be tendered through the framework. SBC/ CPP Transport Services structure implemented.</p> <p>"Community Transport Hub" operational as of beginning of October.</p> <p>Bus and Rail connectivity - Proposals to improved bus connectivity with the Borders Railway implemented for the opening of the railway. "Blueprint" funding approved.</p> <p>Integrated Transport in Berwickshire - Stakeholder/community events held at Berwickshire High School and Eyemouth High School to identify access/transport issues and potential solutions to these issues.</p>	<p>Fully implement Joint Framework contract management arrangements with NHS Borders. Commence monitoring of savings and benefits coming through the framework</p> <p>"Community Transport Hub" - continue to develop and promote the hub.</p> <p>Bus and Rail connectivity - Commission research into railway usage.</p> <p>Integrated Transport in Berwickshire - Develop and start to implement solutions identified at the events to improve transport and access to services in the Berwickshire area. Scope out events for other areas across the Borders.</p> <p>Bus Service Review - Scope out and commence review of the supported (subsidised) bus network in conjunction with the Strategic Transport Board.</p>

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Priority 2: Improve attainment & achievement levels



Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.		Progress Update: It is Green because in Theme 2 (Developing Business Support) Workshops with non-school based staff have taken place and good feedback received. Small working groups have been formed to take forward actions arising from the workshops. Theme 3 (Online Payments) - Evaluation work has commences which will inform the Business Support Review. Theme 4 (Facilities Management Review) - Baseline data gather of current provision complete. Cleaning services are to be excluded from this review and will form part of the Alternative Service Models Programme instead. Theme 6 (Pupil Support Model) - Weekly ASN Transformation meeting is taking place to progress redesign of ASN Service. Theme 8 (Early Years Staffing Review) - Evaluation of phased approach to staffing model complete, findings to be communicated to EY Staff in a series of briefings, seeking views for full roll-out by August 2016. Central Admissions Process has highlighted potential for improved use of capacity for take up and staffing purposes.	Theme 2 (Developing Business Support) - Workshops with managers / stakeholders to take place. Working groups to commence and report on actions. Theme 3 - Online payments launch events for Jedburgh, Kelso, Earlston and remaining Selkirk clusters, followed by training for school staff in preparation for a go-live date of 5th January 2016. Theme 4 - (Facilities Management Review) - Communication with staff. Change scope to focus on janitorial, evening and summer lets. Theme 5 - Building work starts at Complex Needs Centre, Earlston. Theme 6 - Base lining of current ASN staffing will be complete. Draft revised structures ready for discussion/consultation. Theme 8 - SBC LA Nursery staffing – model for implementation in August 2016 confirmed. HR process for EY Staffing implemented. Admissions Process - scope of work and timeline established.

Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion/ Graeme McMurdo	Adult Services	Deliver service change and financial savings across a range of Adult services, including charging policy and focus on a reablement approach to care.		Progress Update: Green because In-year savings identified to address the Financial Plan requirements of the Transformation Programme. Plans to deliver 16/17 savings presented to CMT.	CMT approval of Adult Services plans for 16/17 with subsequent plans in place for delivery. Adult Services Delivery Group meetings establish to plan and monitor reviews, projects and savings.



CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.		Progress Update: Amber because Stakeholder consultation and engagement to gain a wider perspective of views and priorities from groups within the Cheviot community did not go ahead as scheduled in October, and will now take place over the next two months. Once this community consultation and engagement process has been undertaken, a draft Locality Plan will be created and the actions within it prioritised.	Shona Smith will now be progressing the Localities Programme. It is the intention to work with officers and Elected Members during November and December, and have a draft Locality Plan developed for the end of the year to enable consultation with the community and key stakeholders in Spring 2016.
David Cressey Page 106	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.		Progress Update: Green because a draft brief has been produced and discussed at CMT. Guidance from CMT is that some themes sit more appropriately in other pieces of work. There are four key themes which have been identified: Theme 1 relates to Physical Infrastructure - it has been agreed that this has been entirely covered in other initiatives (Community Broadband Scotland and lobbying for improved telephony coverage). Theme 2 - Digital Service Provision - this is already being covered in the Customer First Project. Theme 3 - Digital Inclusion - a paper will be prepared for the Future Services Reform Group, as part of the Community Planning Process, around the development of a Digital Citizen/Digital Inclusion Strategy across Community Planning Partners. Theme 4 - Digital Economy - this area is already covered within other Economic Development briefs.	All of the key themes identified in the project brief have been confirmed as being covered in other pieces of work being undertaken within SBC or other external bodies. As a result, consideration is being given to closing this workstream.


CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

5: Maintain and improve our high quality environment


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig/ Ross Sharp- Dent	Waste Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.		<p>Progress Update: Green because Report presented and approved by Council on 25th July outlining approach to developing the new Waste Management Plan.</p> <p>Meetings of the Member-Officer Working Group (MOWG) and Waste Project Board have taken place.</p> <p>Easter Langlee Landfill Way Forward report approved by Council on 27th August. This confirms the closure of the landfill and development of a new Waste Transfer Station by 2017.</p> <p>Zero Waste Scotland facilitated a workshop on 21st October to agree the Priorities against which the outputs of the Options Appraisal will be assessed. From this various collection scenarios have been agreed for modelling.</p> <p>Waste Consulting commissioned to undertake a review of working patterns.</p> <p>Work on the; landfill closure, Waste Transfer Station development, Residual Waste Procurement and CRC bulky waste projects has commenced.</p> <p>Community Recycling Centre Trade Waste Access Policy presented to Council on 12th November.</p>	<p>Data/information to be provided to Waste Consulting for working patterns review.</p> <p>Data to be collated for issue to Zero Waste Scotland to enable waste collection scenario modelling to be undertaken.</p> <p>Hawick CRC groundworks - works to commence shortly.</p> <p>Consultant to be procured to undertake Strategic Environmental Assessment for Waste Management Plan.</p> <p>Prepare for the introduction of trade waste food collections.</p> <p>Prepare for the introduction of the new CRC trade waste policy.</p>
David Robertson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.		<p>Progress Update: Green because the Project Brief has now been completed and signed off. Suppliers have been engaged regarding several work streams and the project is awaiting quotes/programmes of work to review.</p> <p>Progress is to be monitored and updated to identify if there will be any slippage on implementation and this will be reported on.</p>	<p>Work will have started on double glazing at HQ. Programme of works should be available for year 1 planned work.</p>

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Priority 6: Develop our workforce




Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson/ Clair Hepburn	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver a reward and benefit strategy.		Progress Update: It is Amber because the brief is still in draft form. A draft was brought to CMT in August and a further draft has been prepared based on comments. The Rewards and Benefits Package was launched on 19 October 2015 along with the Extranet which provides access to not only the on-line benefits package but also to electronic communications on employee's own personal devices. This will enable electronic communication with staff who do not currently have access to the Council network.	Brief to be finalised. Detailed Performance Report to be prepared for presentation to December Executive. Rewards & Benefits - roadshows are planned in the localities to demonstrate the Rewards and Benefits site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site.

Priority 7: Develop our assets and resources




Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Andrew Drummond-Hunt	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.		Progress Update: Green because SLEEP project progressing and will deliver savings Property and Assets Brief agreed by CMT. Plans being developed to meet the full financial savings.	Discussions on feasibility of accelerating the SLEEP programme required. Plans commenced for delivering the £1.5m property savings commencing 18/19.

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services


Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Data / Information Sharing	Deliver information sharing requirements across partners.		Progress Update: Amber because the Brief has still to be completed. This is largely due to capacity due to long-term absence. A high level scoping document has been produced. However, further work is dependent on the recruitment of an interim Information Manager. Depending upon the filling of this post, it is hoped that the Brief can be completed within the next reporting period. A pan Lothian data sharing agreement has been completed providing the basis for information and data sharing between NHS and Local Authorities across the Lothian and Borders.	Recruitment of interim Information Manager and completion of the Brief.
Philip Barr	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.		Progress Update: Green because extensive work on scoping Roads Review project. Integrated Trust Feasibility Report complete and Council/BSLT agreement to progress with implementing an Integrated Trust. SBCares is up and running and progressing to business plan.	Agree Roads Review Project outcomes/timescales. Progress implementation of Integrated Trust. Scope/plan project. Scope out other areas of the programme. Establish more detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.		Progress Update: Green because work has commenced on time in the development of a co-production policy. A Group has been established to take this forward and a draft definition of Co-production is being finalised.	Develop a toolkit/workbook and associated training to assist staff in implementing the co-production approach.

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

Susan Manion/ James Lamb	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.		Progress Update: Amber because - although both key documents, the Scheme of Integration and the Strategic Plan are now behind original schedule they are still within the national timescales. A second draft of the Scheme is being submitted to the Scottish Government and the second draft of the Strategic Plan is currently published and out for further consultation / engagement.	Revised Scheme of Integration to be submitted to Scottish Government. The final Strategic Plan to be drafted in preparation for the Integrated Joint Board (IJB) on 1 February. Plan to be produced for the December meeting of the Integration Joint Board setting out the remaining work to April 2016 and the completion of the programme.
Jenni Craig/ Graeme Dobson	Customer First Ph2	Continued roll out and development of modern customer services across the Council.		Progress Update: Green because all workstreams are progressing as planned except for End to End Fault reporting which is on hold until analysis of the CGI IT offering is concluded. Progress at Programme level this month included establishment and initial meeting of Programme Board. At project level, eBuilding Standards PID was developed with iDox. Programme Brief agreed by CMT.	eBuilding Standards PID will be signed off jointly by SBC and iDox. Feedback from CGI workshops will be used to review IT requirements in all Projects within the programme. Duty Hub Project Plan and PID will be developed. eBenefits should be implemented fully after conclusion of testing.
David Robertson	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas		Progress Update: Amber - Status remains Amber until clarity on the future direction of this work stream is determined. Requirements and dependencies with other Transformation work-streams have been identified. Consequently due to the evident links with the ICT Change Programme discussions are ongoing within the Transformation Management Team to align the resource demands of that programme with the limited internal resources. As these resource demands harden appropriate decisions will be made to determine how to meet these demands. Previous update suggested two possible approaches (noted below) and these remain valid. However, it is the belief of the Transformation Team that point 2 could be developed and covered under the Workforce Transformation work-stream. For item 1 it would seem likely that the depth and breadth of Process Review/Redesign will be determined on a case-by-case basis.	1. Firm up on resource requirements and priorities for BPR activities to support the ICT Change Programme. 2. Develop the approach to be adopted for continual business improvement as part of the Workforce Transformation work-stream.

Page
10

CORPORATE TRANSFORMATION PROGRAMME TRACKER FOR EXECUTIVE COMMITTEE AS OF 17 November 2015

				<p>Consequently there are ongoing discussions around whether a discreet brief will be required for this component.</p> <ol style="list-style-type: none"> 1. External resources to undertake the extensive BPR work that will potentially be required to support the ICT Change Programme (further discussion required). 2. An in-house approach to transfer skills and build capability within business units to undertake smaller business process reviews and redesign work. (Initial draft brief issued to project team 22/09). 	
<p>Rob Dickson</p> <p>Page 111</p>	<p>ICT Change Programme</p>	<p>IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.</p>		<p>Progress Update: Green because ICT Board scheduled - first meeting held on 17/09. Governance model agreed for sub-boards. Engagement with CGI now in progress. CEC OBS document review completed. Requirement for new OBS documents agreed with CGI and new OBSes being drafted. Initial analysis of CGI responses to Edinburgh completed and workshops planned with the business and CGI to review the areas where the SBC end state may differ from that proposed. Report and business case scheduled for Council 17/12.</p>	<p>Programme sub-boards scheduled. Complete the collection of volumetric information for all OBSes to allow CGI pricing to be applied to SBC's requirements. Complete all outstanding new OBS documents. Finalise pricing of existing service. Start analysis of CGI responses and work with ICT to understand and cost service improvements to offer a like for like service. Commence work on options appraisal, future ICT service landscape, transition / transformation costs, commercial framework and detailed implementation plan beyond December 2015.</p>

This page is intentionally left blank

01

ENCOURAGING SUSTAINABLE ECONOMIC GROWTH CORPORATE TRANSFORMATION PROGRAMME

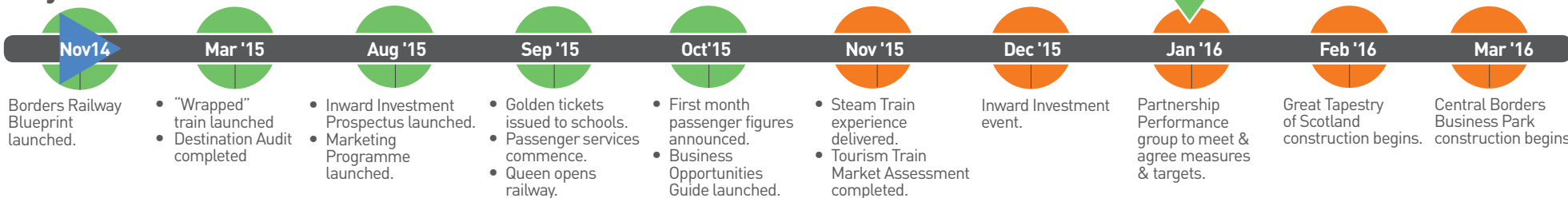
BORDERS RAILWAY

By working with a range of partners, including Scottish Government and Scottish Enterprise, we will deliver actions to maximise the full economic and social benefits.

Benefits

- Population growth
- More jobs
- Inward investment
- Safer travel
- Tourism growth
- Improved perceptions of area

Key Milestones



Page 113

Our Performance

Passenger numbers

126,000 For Sep 2015
647,000 Annual Target

SB Household Survey 2015

97% of Borders residents were aware of the opening (100% Eildon, 92% Berwickshire)

% of respondents who are very or fairly likely to use train for:

- 41%** Holiday or day trip
- 28%** Shopping
- 28%** Other recreational activities
- 20%** To visit friends and family
- 5%** In course of work

Media Coverage

VisitScotland worked with ScotRail to deliver a Borders Railway **Media Day** on 4th Sep to showcase tourism and investment opportunities. This was a major 'team Borders Railway' effort with teams from the Scottish Enterprise, Scottish Government, Transport Scotland, ScotRail, local councils and Destination Marketing Organisations (DMOs) helping to create a strong story for Scotland and the UK.

- 93 media hosted on the day
- 273 pieces of coverage
- 70 UK national press stories
- Total audience reach of **51 million**
- #MyBordersRailway trending on UK Twitter with potential audience reach of **29 million**

Programme highlights

A new **Inward Investment Prospectus** and promotional film has been developed to provide a wealth of information for potential investors around availability of land, grants, support etc. as well as information about living, learning and working along the route of the Borders Railway.
<http://bordersrailwayprospectus.com/>

A new **Visitor Marketing Programme** has been developed by VisitScotland to promote the Borders Railway and Edinburgh-Midlothian-Borders destination to Scotland, UK and International markets.

This includes radio, outdoor and digital campaigns.
<http://visitscotland.com/bordersrailway>



This page is intentionally left blank

01

ENCOURAGING SUSTAINABLE ECONOMIC GROWTH CORPORATE TRANSFORMATION PROGRAMME

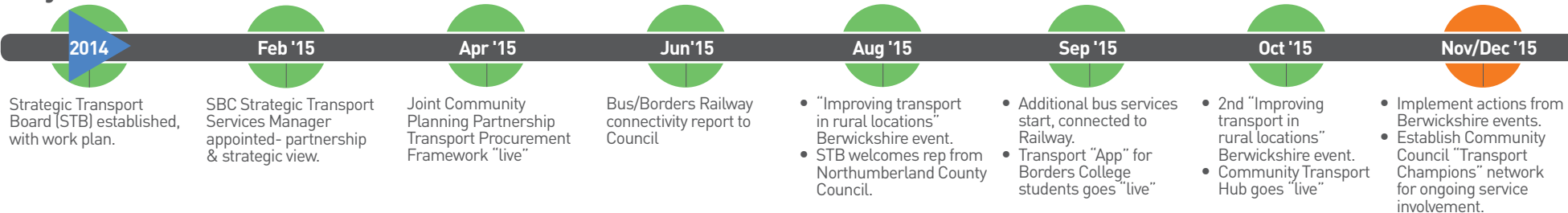
SUSTAINABLE TRANSPORT

Implementation of a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.

Benefits

- savings and efficiencies
- strengthened partnership working
- reduced carbon footprint
- a sustainable approach that meets the needs of service users.

Key Milestones



Page 115

Our Performance

Bus users (2015)

44% of Borders population
81% user satisfaction

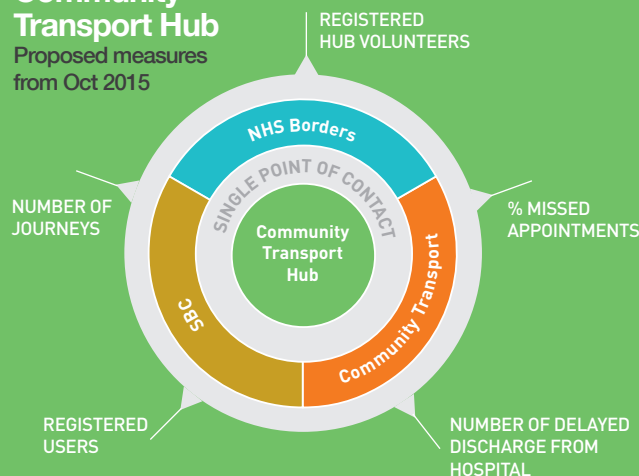
70% bus network subsidised by SBC
£1.8m cost to SBC in 14/15
927,172 passenger journeys in 14/15
£1.94 per journey

Home to School transport

4500 pupils eligible
Service operates **190** days per year
1.7m pupil journeys per year
21 complaints during 2014/15 (of which 7 were justified)

Community Transport Hub

Proposed measures from Oct 2015



FUNDING: SESTRAN "Smarter Choices" fund & Scottish Government "Integrated Care Fund"

Programme highlights

The CPP Transport Procurement Framework enables a shared approach to procuring and improving the quality and flexibility of transport across the Borders.

- 60 operators on the framework
- Approx **£10m** (annually) of partner transport activity to be tendered over the next 4 years
- Up to **£400k** of potential savings
- GO Awards "Team of the Year" finalist 2015/16 for this work

In June SBC approved enhancements to **bus/rail connectivity** (for 12 months) following the opening of the Borders Railway. Also agreed was a focus on marketing and promotion of current services.

Community events in Berwickshire will help the STB to **improve transport in rural locations**, developing solutions with the community. This approach has already resulted in some communities taking the lead in developing small projects in their localities.



This page is intentionally left blank

Corporate Transformation
Schedule of Detailed Programme/Project Progress provided/to be provided

9 June 2015	18 Aug 2015	1 Dec 2015	16 Feb 2016	14 Jun 2016
Railway Programme	Railway Programme	Railway Programme <i>(plus Performance Reporting Infographic)</i>	Children & Young People <i>(plus Performance Reporting Infographic)</i>	Adult Services <i>(plus Performance Reporting Infographic)</i>
Culture Trust	Culture Trust	Culture Trust	ICT Programme <i>(plus Performance Reporting Infographic)</i>	Localities <i>(plus Performance Reporting Infographic)</i>
SBCares	Alternative Models – Roads Review	Alternative Models – Roads Review	Integration of Health & Social Care <i>(plus Performance Reporting Infographic)</i>	Business Process Re-engineering <i>(plus Performance Reporting Infographic)</i>
Children & Young People	ICT Programme	Sustainable Transport <i>(plus Performance Reporting Infographic)</i>	Customer First <i>(plus Performance Reporting Infographic)</i>	Data & Information Sharing <i>(plus Performance Reporting Infographic)</i>
Property and Assets – Street Lighting	Property & Assets <i>(plus Performance Reporting Infographic)</i>	Integration of Health & Social Care	Workforce Transformation <i>(plus Performance Reporting Infographic)</i>	
Energy Efficiency	Energy Efficiency <i>(plus Performance Reporting Infographic)</i>	Customer First		
Localities		Co-Production		

This page is intentionally left blank



Lease Renewal of Selkirk Tennis Courts to Selkirk Tennis Club

Report by Service Director Commercial Services

EXECUTIVE COMMITTEE

1 December 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes that Scottish Borders Council takes complete ownership of the tennis courts at Hillside Terrace, Selkirk and then renews the lease of the tennis courts to Selkirk Tennis Club for 25 years at a rent of £1 per annum if asked. A new lease will facilitate the Tennis Club to apply for grant funding for the renewal of the club house and improvements to the courts.**
- 1.2 The ownership of the tennis courts at Hillside Terrace is in the name of the Rector of Selkirk High School. It is proposed to transfer the ownership from the Rector to Scottish Borders Council. The existing tennis courts and club house have been leased to Selkirk Tennis Club for many years with the most recent lease being in 1998. The Club propose to rebuild the club house. However to raise the funding from Lottery Sport Scotland and the Lawn Tennis Association, a new long term lease is required from the Council.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee authorises the Service Director for Commercial Services together with the Chief Legal Officer and in consultation with the Chief Financial Officer,**
- a) to transfer the ownership of Selkirk Tennis Courts to Scottish Borders Council and**
 - b) grant Selkirk Tennis Club a new 25 year lease for the subjects at Hillside Terrace (as shown on the attached plan) at a nominal rent. The new lease would transfer the responsibility for repairs and maintenance, insurance and health and safety to the Tennis Club. Selkirk High School will continue to have free use of the tennis courts at specified times.**

3 BACKGROUND

- 3.1 In 1950 John Waters sold an area of the tennis courts at Hillside Terrace, Selkirk to the Rector of Selkirk High School. The remaining area of the tennis courts are owned by Scottish Borders Council. Selkirk Tennis Club currently lease the courts and clubhouse jointly from the Rector of Selkirk High School and Scottish Borders Council.
- 3.2 A sale of the tennis courts from the Rector of Selkirk High School to Scottish Borders Council for a nominal price would simplify and clarify the ownership of the asset. This would enable the whole of the tennis courts to be in the Council's ownership and facilitate a new lease from the Council alone to Selkirk Tennis Club.
- 3.3 Selkirk Tennis Club has leased the three courts and club house for many years at a market rent which is currently £735 per annum. The most recent lease is for 21 years from 1998. (see attached plan).
- 3.4 The club house is currently in poor condition and the tennis club has drawn up plans to build a new club house but to be eligible for grant funding a long term lease is required. The proposed funding for a new club house will be from Lottery Sport Scotland and the Lawn Tennis Association.
- 3.5 The Tennis Club currently pay an annual rent of £735 but the Council are responsible for repairs and maintenance of the clubhouse. All other tennis clubs in the Borders have a rent free lease from the Council because the clubs are responsible for repairs and maintenance to the courts and clubhouses. It is proposed to offer a rent free lease to Selkirk Tennis Club but they will be responsible for repairs and maintenance instead of the Council. The tennis club would also be responsible for insurance and the health and safety arrangements.
- 3.6 One of the terms of the current lease stipulates certain times that the courts are available for the use of the High School. These times for school use would be included in the new lease.
- 3.7 The proposed lease would proceed under the Disposal of Land by Local Authorities (Scotland) Regulations 2010 and the purpose of the lease would be for the promotion and improvement of the health and social well-being of Selkirk and its wider community.

4 PROPOSAL

- 4.1 It is proposed to transfer the ownership of a section of the tennis courts from the Rector of Selkirk High School to Scottish Borders Council.
- 4.2 It is proposed that a lease of 25 years at a rent of £1 per annum if demanded be granted to Selkirk Tennis Club with the club responsible for developing and thereafter maintaining the proposed club house, together with insuring the facility; all at the club's cost and to the Council's satisfaction and prior approval. The Tennis club are also to be responsible for health and safety arrangements at the facility.

- 4.3 The lease will include any other terms that the Service Director Commercial Services together with the Chief Legal Officer and in consultation with the Chief Financial Officer deems appropriate.
- 4.4 The lease will proceed under the Disposal of Land by Local Authorities (Scotland) Regulations 2010 and the purposes of the disposal would be for the promotion and improvement of the health and social well-being of Selkirk and its wider community.

5 IMPLICATIONS

5.1 Financial

Selkirk Tennis Club has paid an annual rent of £735 for the courts and clubhouse since 2011. In 1999 or 2000 the Council spent approx. £25,000 on the courts and clubhouse and the clubhouse now requires major refurbishment which, under the current lease, is the Council's responsibility. A new lease would reduce the Council's income but also remove the Council's responsibility for both capital and routine expenditure.

5.2 Risks and Mitigations

If the lease is not granted an opportunity to facilitate the development of an improved sports facility in Selkirk and district could be lost. There is a risk of accidents at the facility and subsequent claims for compensation and this is mitigated by the lease making the tenant responsible for health and safety arrangements at the site and for obtaining third party liability insurance to the Council's reasonable satisfaction.

5.3 Equalities

There are no adverse equality implications.

5.4 Acting Sustainably

The granting of the proposed lease and the development of the tennis club would help encourage a healthy lifestyle in the community and improve its social well-being.

5.5 Carbon Management

There are no effects on carbon emissions as a result of the proposal in this report.

5.6 Rural Proofing

This report does not affect the Council's rural proofing policy.

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

- 6.1 The Chief Financial Officer, Service Director Strategy and Policy, Service Director Regulatory Services, Chief Officer Audit and Risk, Chief Officer Human Resources and the Clerk to the Council have been consulted in the preparation of this report.

Approved by

Andrew Drummond-Hunt
Service Director Commercial Services

Signature

Author(s)

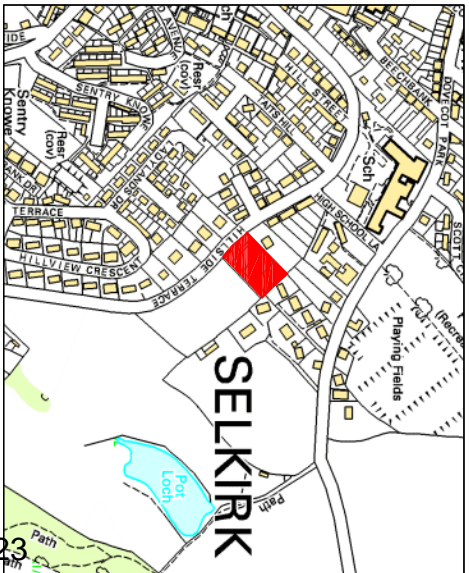
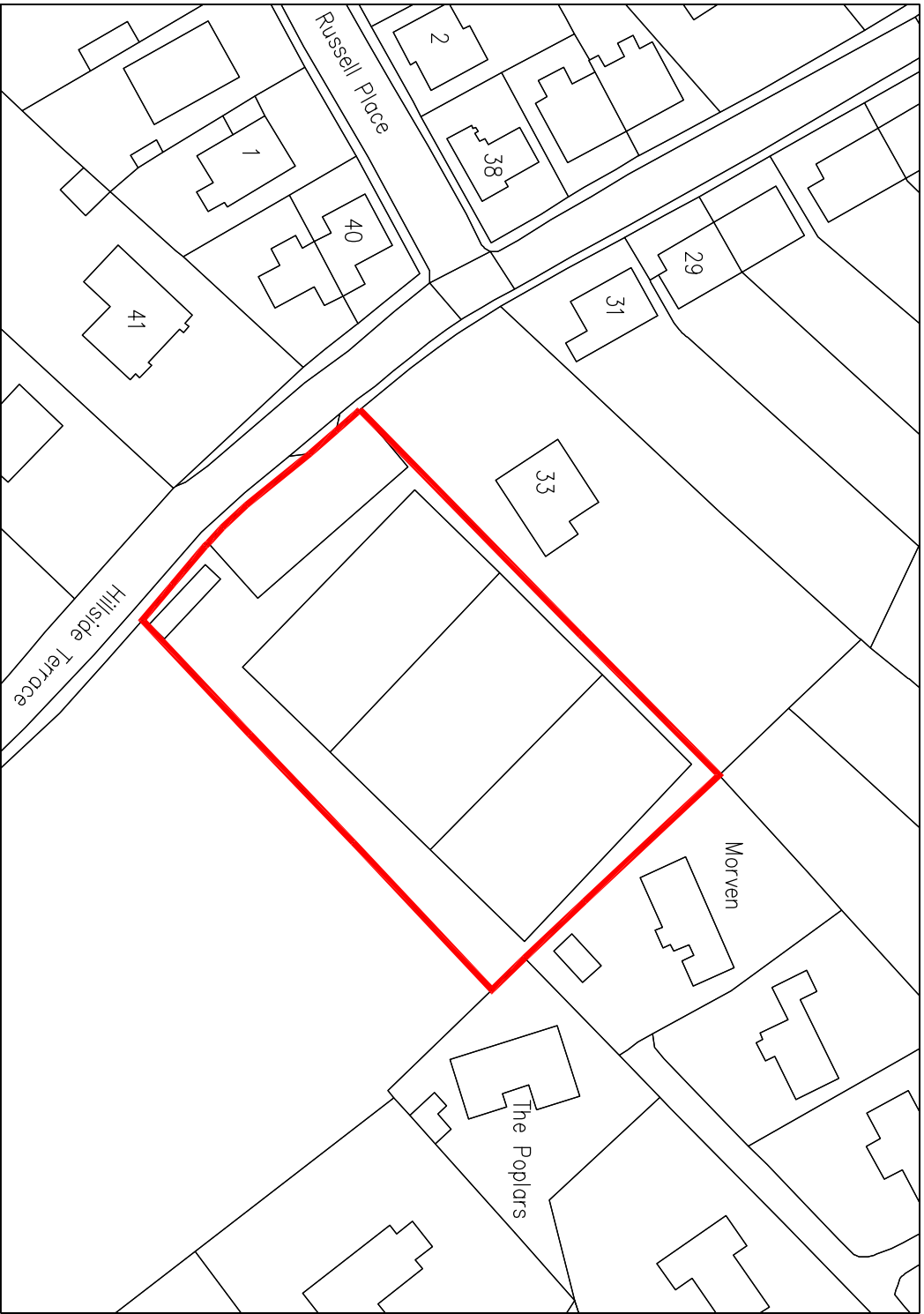
Name	Designation and Contact Number
James Morison	Estates Surveyor tel 01835 824000 Ext. 5295

Background Papers: None

Previous Minute Reference: None

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

Contact us at Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, Scottish Borders, TD6 0SA tel 01835 826672 fax 01835 793110 e-mail adrummond-hunt@scotborders.gov.uk



LOCATION PLAN (SCALE 1:10,000)

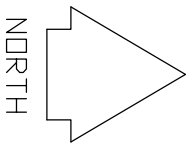
Land & Pavilion to be leased at:

- Selkirk Tennis Courts
- Hillside Terrace
- Selkirk

Area: 3,564.0 m² o.t.

15/LR/007

Date: 21st July 2015



This copy has been produced specifically to supply an individual with Scottish Borders Council information. No further copies may be made. Reproduced from the Department for Communities and Local Government's Ordnance Survey Map (OS Grid). Copyright: Ordnance Survey. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Scottish Borders Council, Selkirk, United Kingdom. 2015.

This page is intentionally left blank



Lease of an Area of Stow Park to Stow Community Park Group

Report by Service Director Commercial Services

EXECUTIVE COMMITTEE

1 December 2015

1 PURPOSE AND SUMMARY

- 1.1 **This report proposes that Scottish Borders Council leases an area of 0.89 acres of the Council owned park in Stow to the Stow Community Park Group for a period of 10 years at a rent of £1 per annum if asked.**
- 1.2 The public park in Stow has been in Council ownership since 1957 and consists of a football pitch and general grass park.

A local group has been formed with a view to develop a new play park for children and teenagers.
- 1.3 The budget cost of a new play park is £150,000. Grant funding is available from local wind farms, trust and foundations and Council grant schemes. In order to secure grant funding a lease of the land is required for a minimum period of 10 years.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee authorises the Service Director for Commercial Services together with the Chief Legal Officer and in consultation with the Chief Financial Officer to grant a 10 year lease to the Stow Community Park Group for an area of 0.89 acres at Stow Park (as shown on the attached plan) at a nominal annual rent of £1, if asked.**

3 BACKGROUND

- 3.1 In 1957 Ian Innes sold an area of 5.6 acres in Stow to the District Council of Gala Water. This formed the public park in Stow and mostly consists of a football pitch but previously included a Council play park.
- 3.2 The current Council play park is situated next to the Bowling Green and is mostly suited to young children. The previous play park now just consists of an old set of swings.
- 3.3 Following the success of the Selkirk Playpark Project in Pringle Park, a group in Stow has been formed to progress the development of a new play park suitable for older children and teenagers.
- 3.4 An area of 0.89 acres in the south east corner of the public park has been identified as a site for a new play park. (see attached plan)
- 3.5 The budget cost for a new play park is £150,000. A grant of £50,000 has been provisionally offered from two wind farm funds close to Stow. The remaining £100,000 could be raised through Council grant schemes.
- 3.6 The grant funding bodies require security of tenure of the subjects before any grants can be awarded. A lease of at least 10 years is required. The proposed lease would be at a nominal rent of £1 per annum, if asked.
- 3.7 The proposed play park will be subject to planning permission. Issues such as flood risk, landscaping and neighbour consultation will be covered under the planning process. Initial discussions have taken place with the Council's planning officer for Stow.
- 3.8 SBC will continue to be responsible for the day to day maintenance of the area including grass cutting and basic maintenance of the new play park. A Memo of Understanding will be drawn up to clarify the responsibilities of the Stow Community Park Group and Scottish Borders Council. This will be similar to the Memo of Understanding for Selkirk Pringle Park Project.
- 3.9 Stow Community Park Group have made enquiries to play park developers. Initial layouts and quotes have been received. (see attached indicative design showing the type of features proposed)
- 3.10 The proposed lease would proceed under the Disposal of Land by Local Authorities (Scotland) Regulations 2010 and the purpose of the lease would be for the promotion and improvement of the health and social well-being of Stow and its wider community.

4 PROPOSAL

- 4.1 It is proposed that a lease of 10 years at a rent of £1 per annum if asked, be granted to Stow Community Park Group for an area of 0.89 acres at Stow Park.
- 4.2 With a draft lease Stow Community Park Group will seek charity status from the Office of the Scottish Charity Regulator (OSCR).
- 4.3 Once the lease is approved and drafted, Stow Community Park Group will seek grant funding with the help of the Council's Funding and Projects Officers. If the required funding is not secured, the Council will not proceed with the lease.
- 4.4 At the end of the lease period of 10 years, the play park will either revert to Scottish Borders Council with all repairs and maintenance becoming the responsibility of Scottish Borders Council, or the community may request a new lease.
- 4.5 The lease will include any other terms that the Service Director Commercial Services together with the Chief Legal Officer and in consultation with the Chief Financial Officer deems appropriate.

5 IMPLICATIONS

5.1 Financial

- (a) The Council's Neighbourhood Services section currently cut the grass at Stow Park. A new play park will reduce the area of grass cutting but Neighbourhood Services will take on the responsibilities of routine safety checks of the play park.
- (b) In line with the agreement at Pringle Park in Selkirk, it is proposed that any routine maintenance under £500 will be the responsibility of the Council's Neighbourhood Services. Any expenditure over £500 will be the responsibility of Stow Community Park Group. These responsibilities will be formalised in the Memo of Understanding.

5.2 Risks and Mitigations

If the lease is not granted an opportunity to facilitate the development of an improved play park facility in Stow could be lost.

5.3 Equalities

There are no adverse equality implications.

5.4 Acting Sustainably

The granting of the proposed lease and the development of the play park would help encourage a healthy lifestyle in the community and improve its social well-being.

5.5 Carbon Management

There are no effects on carbon emissions as a result of the proposal in this report.

5.6 Rural Proofing

This report does not affect the Council’s rural proofing policy.

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

6.1 The Chief Financial Officer, Service Director Strategy and Policy, Service Director Regulatory Services, Chief Officer Audit and Risk, Chief Officer Human Resources, Neighbourhood Services Manager and the Clerk to the Council have been consulted in the preparation of this report.

Approved by

Andrew Drummond-Hunt
Service Director Commercial Services

Signature

Author(s)

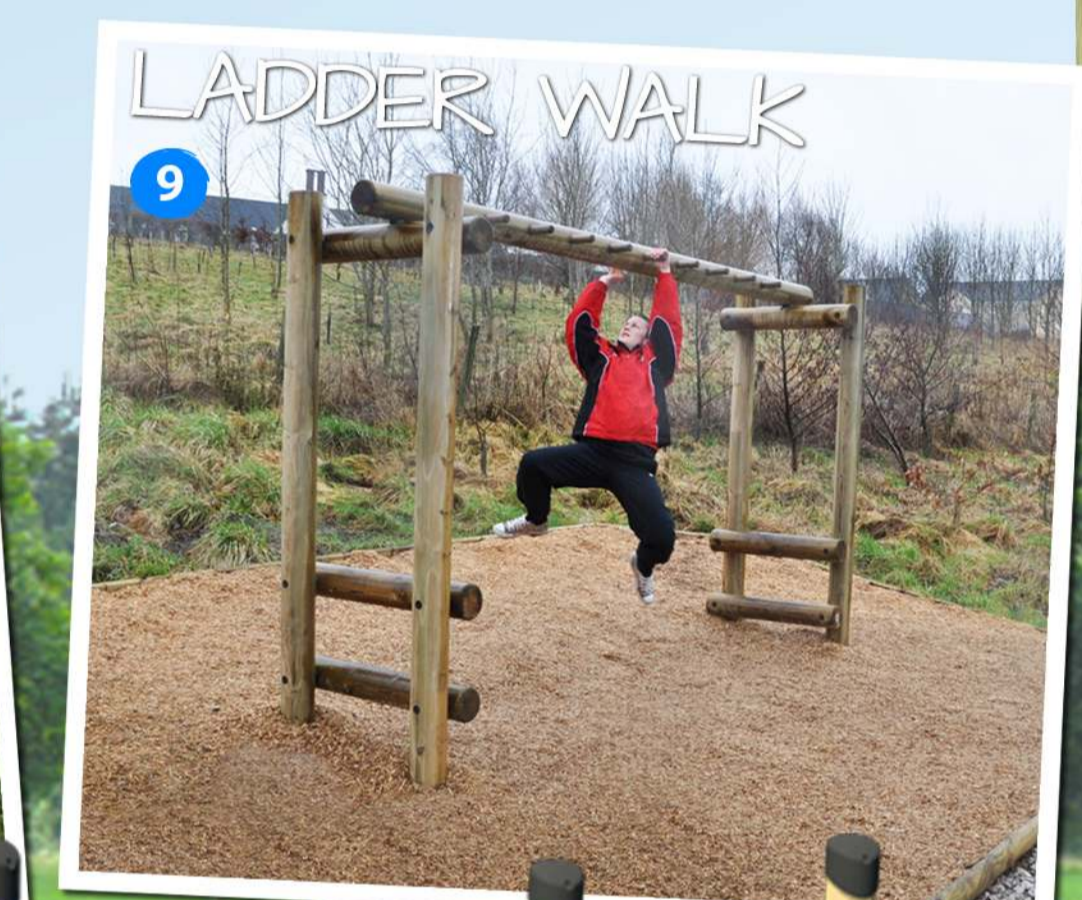
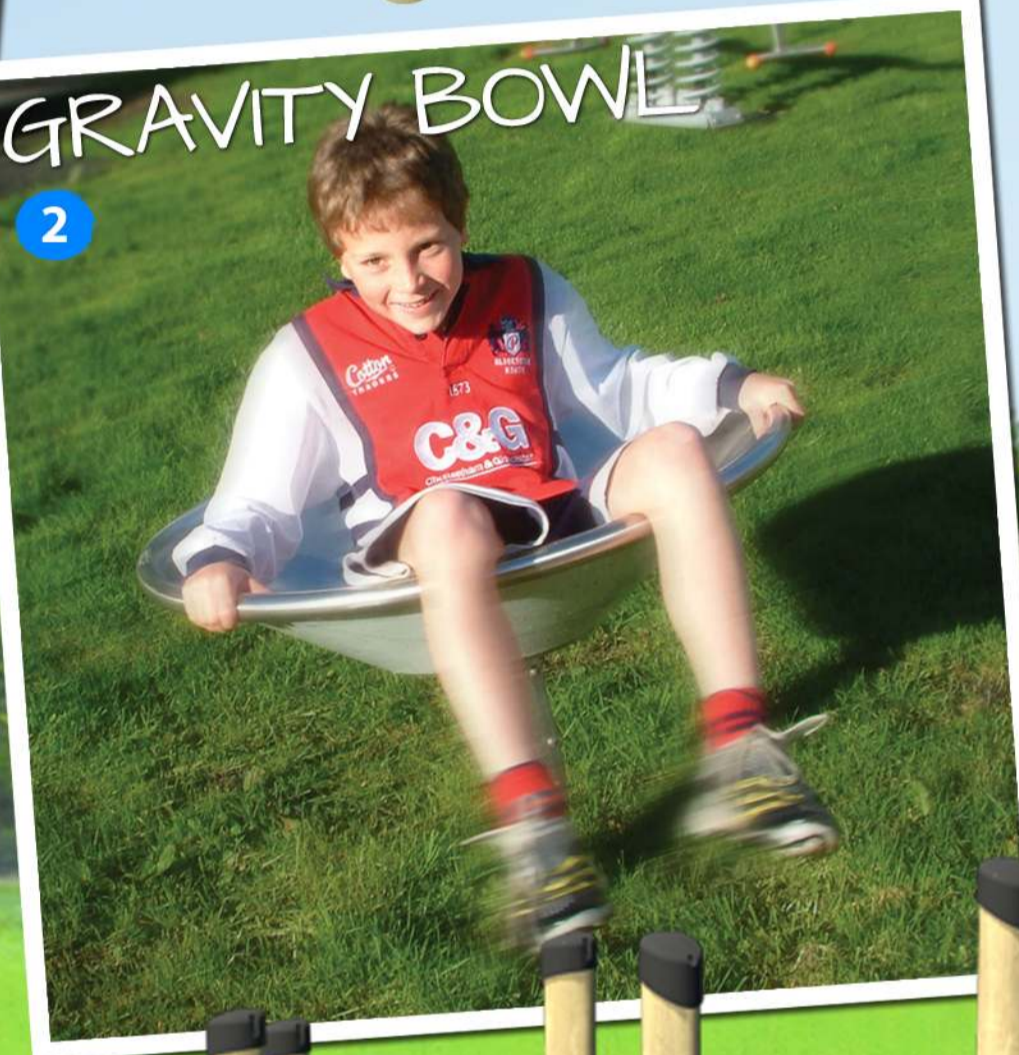
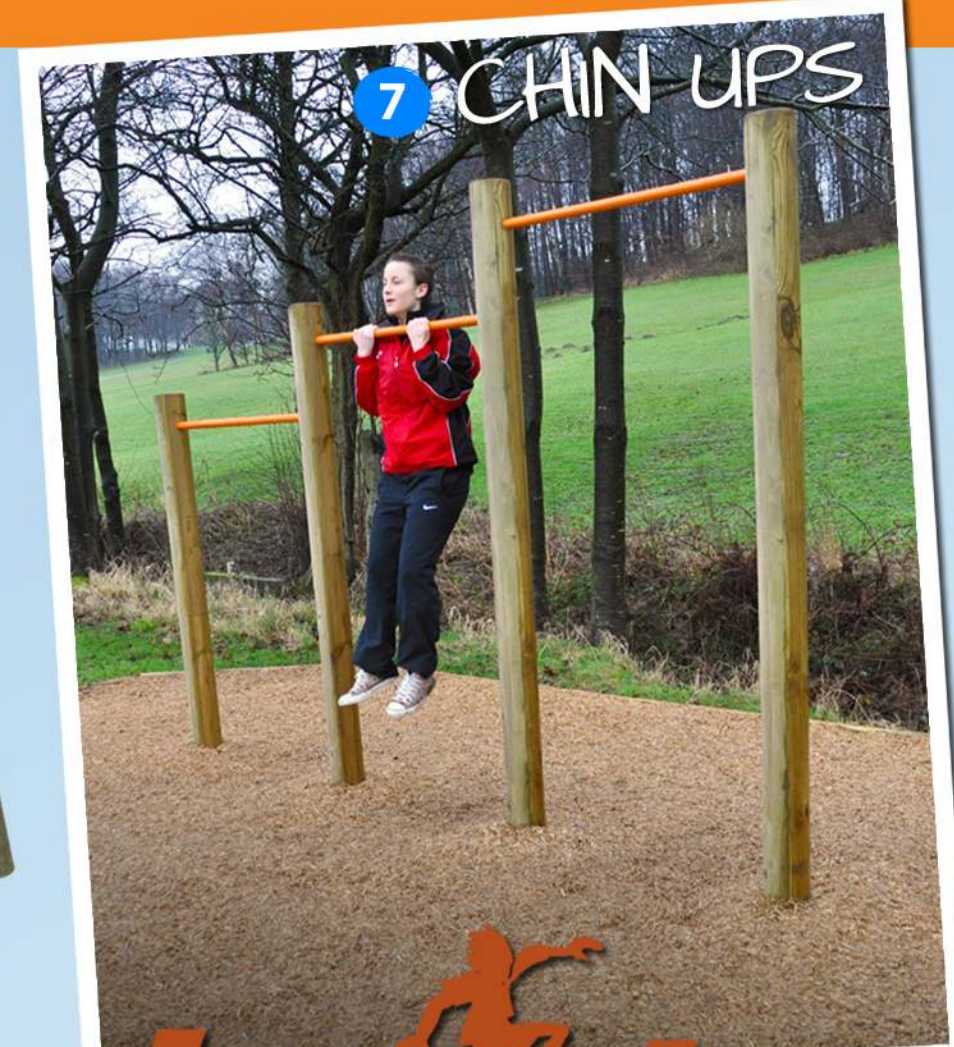
Name	Designation and Contact Number
James Morison	Estates Surveyor tel 01835 824000 Ext. 5295

Background Papers: None

Previous Minute Reference: None

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

Contact us at Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, Scottish Borders, TD6 0SA tel 01835 824000 fax 01835 793110 e-mail jmorison@scotborders.gov.uk



JUNGLE CLIMBERS
AMAZON



Jukebox+
FUSION PLUS

trim trail



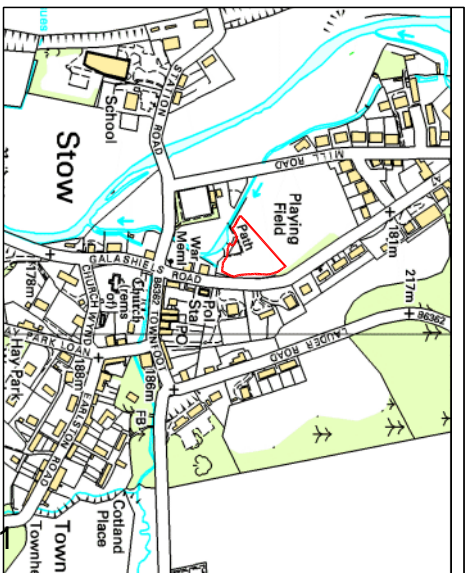
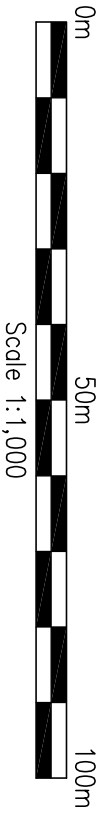
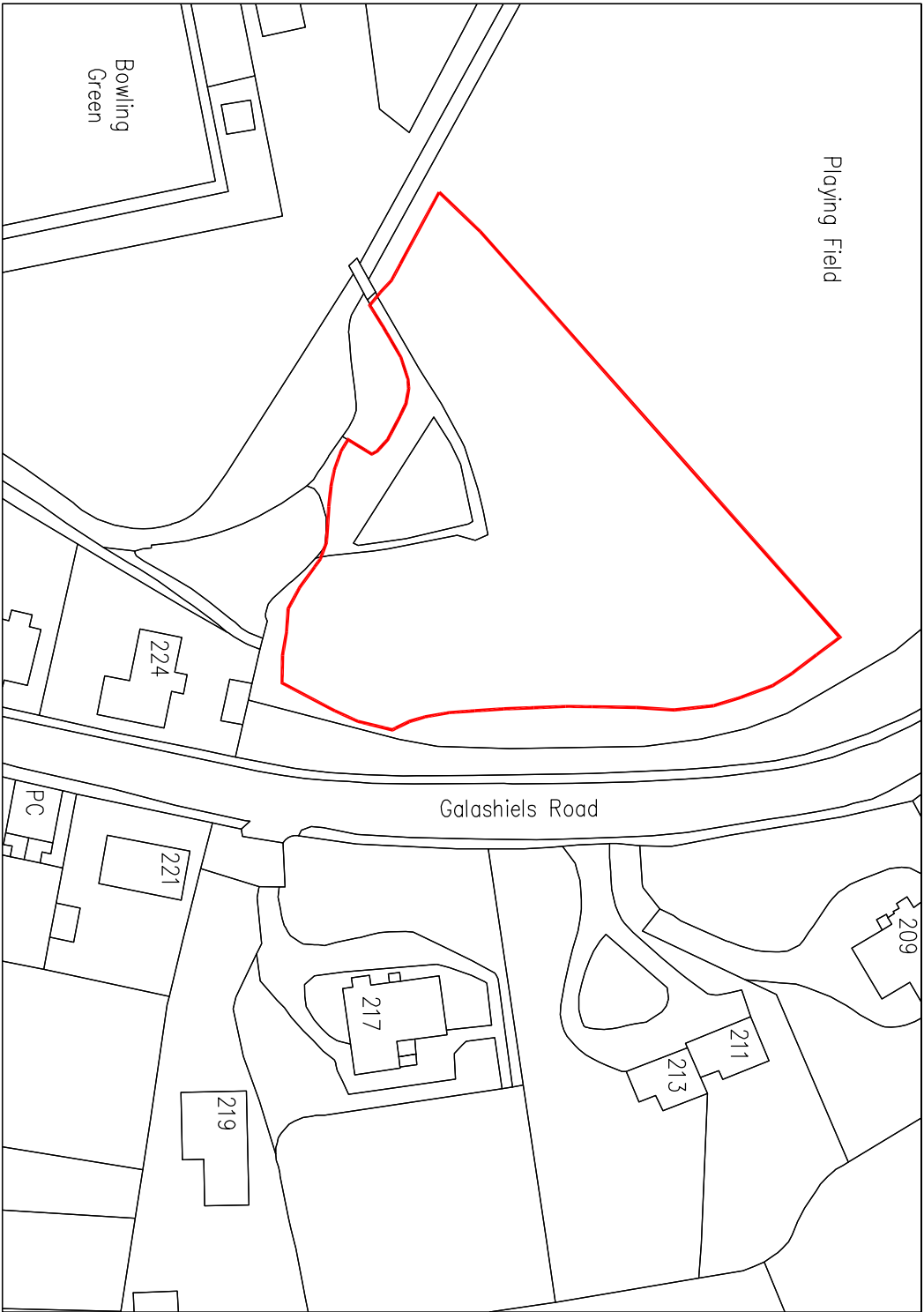
Our new steel in the ground fixing system offers superior guarantees
Ask your Area Manager for more information

Playdale
Playgrounds
www.playdale.co.uk
f /playdaleplaygrounds @playdale



All plans are to scale unless otherwise stated. Artists impressions are provided as a visual only and may not accurately represent the layout of the finished site. All plans, quotations and correspondence between Playdale and the addressee are to remain strictly confidential between those parties only. Playdale reserves the right to make modification in design and specification.

This page is intentionally left blank



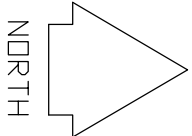
LOCATION PLAN (SCALE 1:10,000)

Land to be leased at:
 Playing Fields
 Galashiels Road
 Stow

Area: 3599 m² o.t.
 (0.89 acre)

15/LR/009a

Date: 5th Aug 2015



This copy has been produced specifically to apply on behalf of Scottish Borders Council. No further copies may be made. Reproduced from the Ordnance Survey mapping with the permission of the Controller of the Major's Stationery Office. © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Scottish Borders Council, License Number LA 05064, 2015.

This page is intentionally left blank