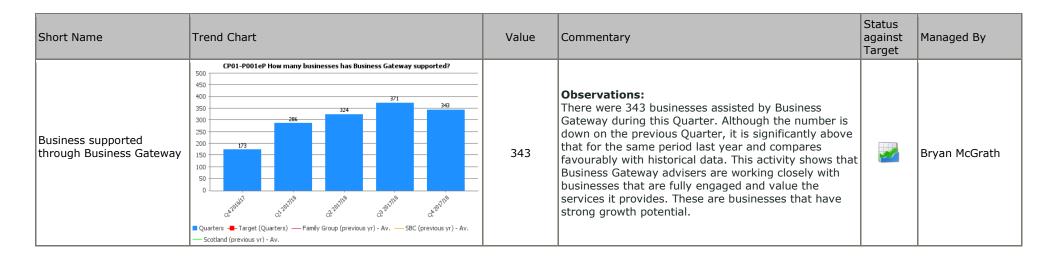
KEY				
	Indicator is:	Indicator is:	Indicator is:	🜌 Indicator is
	 On target and as forecast, or In line with national trend, or Showing a long term positive trend 	 Just off target /off forecast, or Showing longer term trends that need to be watched 	 Off target & not as forecast, or Out of line with national trends, or Showing longer term negative trends 	 For information or context only, <i>or</i> Difficult to set a target, due to factors out with our control

Priority 1: Sustainable Economic Development – Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Working age population (16 - 64) employment rate	CP01-P001aP What percentage of people aged between 16-64 are in employment? 80% 77.5% 75% 74% 74.1% 74.1% 74.7% 74.5% 74.5% 74.1% 74.1% 74.1% 74.1% 74.5% 74.5% 74.5% 74.5% 74.5% 74.5% 74.5% 74.5% 74.5% 72.5% 70% 65% 60% 20.15% 60% 20.15% 60% 20.15% 60% 20.15% 20.15% 60% 20.15% 20.15% 60% 20.15% 60% 20.15% 60% 20.15% 70% 20.15% 70% <t< td=""><td>74.5%</td><td>Observations: The number of people in work is now 53,500 (74.5%), which is 200 more than in Q2 of 2017-18. The Scottish Borders rate remains higher than the Scottish rate (74.3%), but is below the UK rate (74.9%). Note: Red line indicates national rate, and one quarter lag in data</td><td>②</td><td>Bryan McGrath</td></t<>	74.5%	Observations: The number of people in work is now 53,500 (74.5%), which is 200 more than in Q2 of 2017-18. The Scottish Borders rate remains higher than the Scottish rate (74.3%), but is below the UK rate (74.9%). Note: Red line indicates national rate, and one quarter lag in data	②	Bryan McGrath
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	1.63%	Observations: The average rate of people aged 16-64 claiming out of work benefits was 1.62%, lower than the Scottish rate of 2.5%. At the end of March 2018, there were 1,150 people claiming out of works benefits, which is 115 more than at the end of the previous Quarter, but 130 less than at the same time last year. <i>Note: Red line indicates national rate</i>		Bryan McGrath

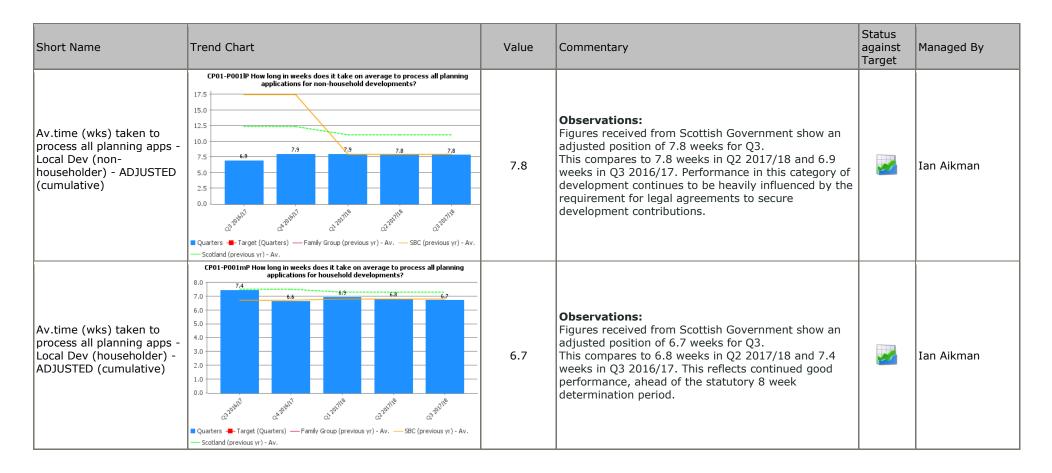
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	3.43%	Observations: The average rate of people aged 18-24 claiming out of work benefits was 3.43% in the last Quarter, lower than the Scottish average of 3.5%. At the end of March 2018, there were 280 young people claiming out of work benefits, which is 35 more than at the end of the last Quarter and 20 less than at the same time last year. <i>Note: Red line indicates national rate</i>	②	Bryan McGrath
Number of new Business Start Ups -Through Business Gateway	CP01-P001dP How many new businesses has Business Gateway help create?	63	Observations: Business Gateway start-up Advisers assisted a total of sixty three start-up businesses in the fourth quarter of 2017/18. Historically there is a higher number of start- ups in Q4 of each year, and this year would confirm that It is encouraging for the region to be producing this level of start-up activity in the current climate and it is hope d that this can be sustained through the next quarter.		Bryan McGrath



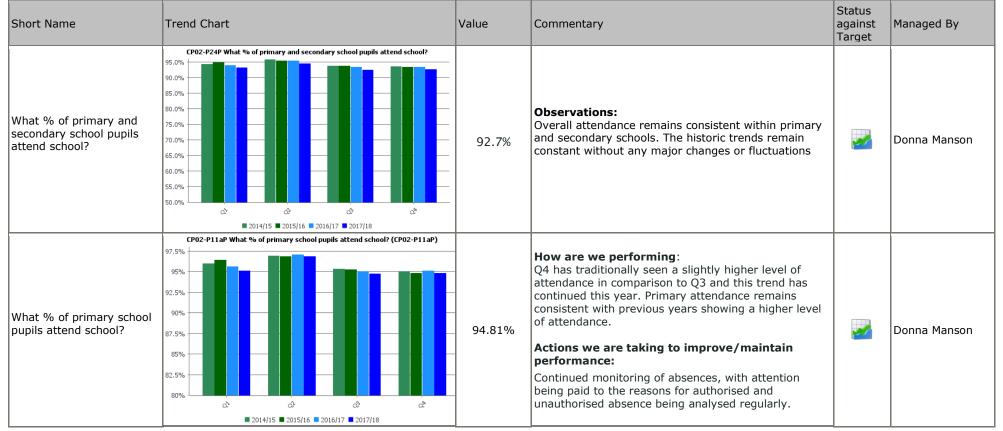
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Scottish Borders Business Loan Fund - Number of Ioans	CP01-P001fP How many loans to local businesses did we award? 4 3.5 3 3 3 2.5 2 2 2 2 1 1.5 2 2 2 1	3	Observations: Three loans were approved in this Quarter from four applications. The businesses benefiting from these loans are in the retail, leisure, and construction sectors. The local business loan fund continues to be		Bryan McGrath
Scottish Borders Business Loan Fund - Value of loans	CP01-P001gP How much money did those loans add up to? £50,000.00 £40,000.00 £41,148.00 £40,000.00 £41,148.00 £41,148.00 £40,000.00 £41,148.00 £41,148.00 £35,000.00 £35,000.00 £41,148.00 £30,000.00 £41,148.00 £41,148.00 £30,000.00 £41,148.00 £41,148.00 £30,000.00 £41,148.00 £41,148.00 £20,000.00 £25,000.00 £25,000.00 £20,000 £10,000.00 £20,000 £20,000 £20,000 £10,000 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,00 £0,000 £0,00 £0,00 £0,00 £0,	£41,148	marketed and is aimed at businesses where projects would not meet the criteria for the Business Loans Scotland scheme. Note - The local Scottish Borders Business Loan Fund offers loans up to £20k with no interest. Business Loans Scotland (BLS) offers loans of £25-100k with 6% interest		Bryan McGrath

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Scottish Borders Business Fund - Number of grants	CP01-P001hP How many grants to local businesses did we award?	7	Observations: The number of grants awarded in this Quarter was unchanged from the previous Quarter with 7 grants approved from 8 applications. The £24,353 awarded in		Bryan McGrath
Scottish Borders Business Fund - Value of grants	EP01-P001iP How much money did those grants add up to? £35,000.00 £26,671.04 £25,000.00 £26,671.04 £25,000.00 £26,671.04 £20,000.00 £26,671.04 £20,000.00 £26,671.04 £20,000.00 £26,671.04 £20,000.00 £20,395.40 £15,000.00 £19,367.25 £10,000.00 £0.00 £0.00 £20,011 ^{NB} 20,001 £2,20 ^{NNB} 20,001 £2,20 ^{NNB} 20,001 £2,20 ^{NNB} 20,000 £2,20 ^{NNB} 20,001 £2,20 ^{NNB} <	£24,352.94	this Quarter is expected to create leverage of £32,866 in private sector project spend. It is predicted that 27 (FTE) jobs will be created and 23 jobs safeguarded as a result of these projects. Sectors supported include tourism, retail, and food and drink.		Bryan McGrath

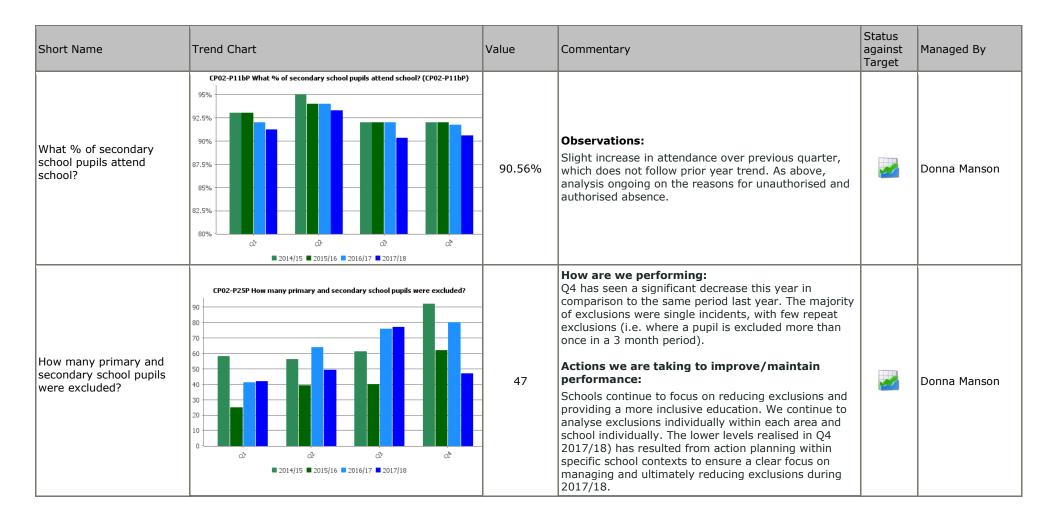
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Planning Applications Received	CP01-P001/P How many planning applications do we receive?	312	Observations: The total number of planning applications received in the first quarter of 2018 was 312 a reduction 73 (or 19%) on the same period in 2017.		Ian Aikman
Av.time (wks) taken to process all planning apps - Maj Dev ADJUSTED (cumulative)	CP01-P001kP How long in weeks does it take on average to process all planning applications for major developments? 40.0 35.0 25.0 20.0 15.0 15.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0	11.0	Observations: Figures received from Scottish Government show an adjusted position of 11.0 weeks for Q3. All major developments are now subject to processing agreements.		Ian Aikman



Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
% of Invoices paid within 30 days	CP01-P001rP How many invoices, received by us, were paid within 30 days of receiving the invoice?	82%	Observations: The consistency of the indicator level has improved, however remains lower than expected. Further analysis is ongoing to better understand and determine the accuracy of the metrics behind the reporting functionality.		Kathryn Dickson
How many additional homes were provided last year that were affordable to people in the Borders, based on our wages?	CP01-P001tP How many additional homes were provided last year that were affordable to people in the Borders, based on our wages? 220 220 220 175 150 125 100 75 50 25 0 131 145 150 150 150 150 150 150 150 15	145	Observations: A total of 145 homes were delivered over the financial period 2017-18, higher than the 83 envisaged in Strategic Housing Investment Plan (SHIP) 2018/2023, and above our target of 128. Of these, Registered Social Landlords have delivered 112 units through new build, remodelling and acquisitions. 33 individual home purchases have been assisted via the Scottish Government's Open Market Shared Ownership mechanism. The 112 RSL delivered units included: . 18 at Roxburgh Street, Kelso . 16 at Easter Langlee, Galashiels . 19 at Sergeants Park, Newtown St. Boswells . 16 at Todlaw, Duns . 21 at Chris Paterson Place, Galashiels		Cathie Fancy

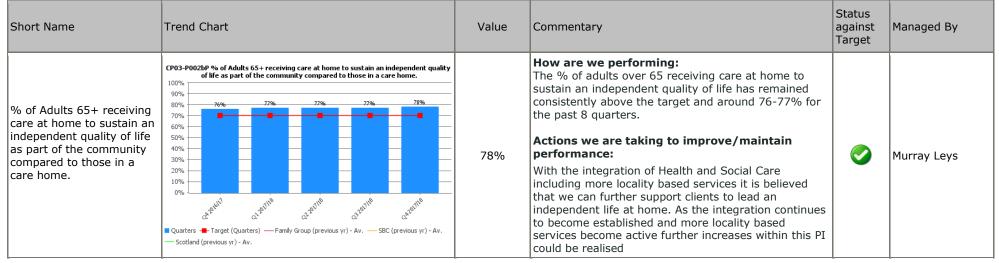


Priority 2: Improving attainment & achievement levels – Executive Quarterly PIs

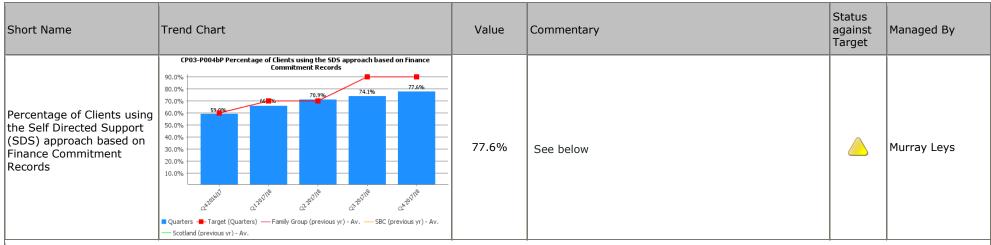


Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
How many primary school pupils were excluded?	CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP)	7	 How are we performing: Q4 has seen a significant decrease of exclusions within primary schools over previous quarters and compared to previous years. Actions we are taking to improve/maintain performance: Continued monitoring of exclusion with an emphasis on inclusion where possible is the focus of all schools. The increase in exclusions during Q3 has been limited to schools with a high level of pupils which has traditionally been the case within the primary school population. Continued monitoring and consistent robust actions within the effected schools are limiting and improving the exclusions. 		Donna Manson
How many secondary school pupils were excluded?	CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP)	40	 How are we performing: Q4 has seen a decrease in the number of secondary school exclusions in comparison to Q3 and in comparison to previous years. Actions we are taking to improve/maintain performance: Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level and maintenance of exclusions in line with previous years has resulted from action planning within specific school contexts to ensure a clear focus on reducing exclusions during 2017/18. 		Donna Manson

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Schools/Nurseries inspected per Quarter	CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?	1	Observations: One inspection during Q4. St Ronan's Primary School received a full inspection. St Ronan's Primary School Report was satisfactory overall with areas highlighted for improvement. Note: during Q4 there was also 1 private nursery inspection (Berwickshire Housing Association's "Little Reivers", with predominantly good and satisfactory evaluation)		Donna Manson
Annual Participation Measure – Training & Personal Development	Annual Participation Measure	1.2%	Observations: This participation measure replaces the previous "positive destinations" measure.		Donna Manson
Annual Participation Measure - Employment	90%	17.5%	In 2017, 92.5% of 16-19 year olds in Scottish Borders were participating in education, training or		Donna Manson
Annual Participation Measure - Education	70% 60% 50% 2016 Education • Employment • Training	73.9%	 employment compared to 91.1% nationally and 91.4% in SB 2016. 1.2% are participating in Training & Personal Development, 17.5% in Employment and 73.9% in Education. The participation rate varies by age group as follows: 16 yrs - 99.0% (98.8% Scot, 99.4% SB 2016) 17 yrs - 95.0% (94.0% Scot, 95.0% SB 2016) 18 yrs - 90.0% (88.9% Scot, 90.2% SB 2016) 19 Yrs - 86.5% (83.4% Scot, 81.7% SB 2016) 		Donna Manson



Priority 3: Care, Support and protection- Executive Quarterly PIs



How are we performing:

The % of adults who are now directing their own care and support has increased in Q4. We continue to strive to meet our ambitious targets and meet the goal of all clients using the SDS approach by the end of 2018 (internal target increased to 90% this quarter and will increase further. However due to the nature of the support and tight timelines to provide services, we will always remain slightly lower than 100%).

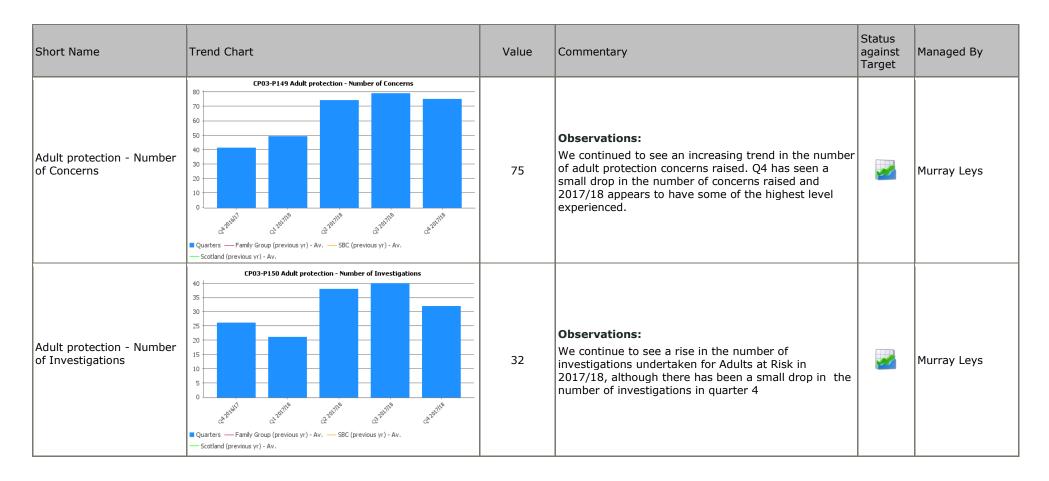
Actions we are taking to improve/maintain performance:

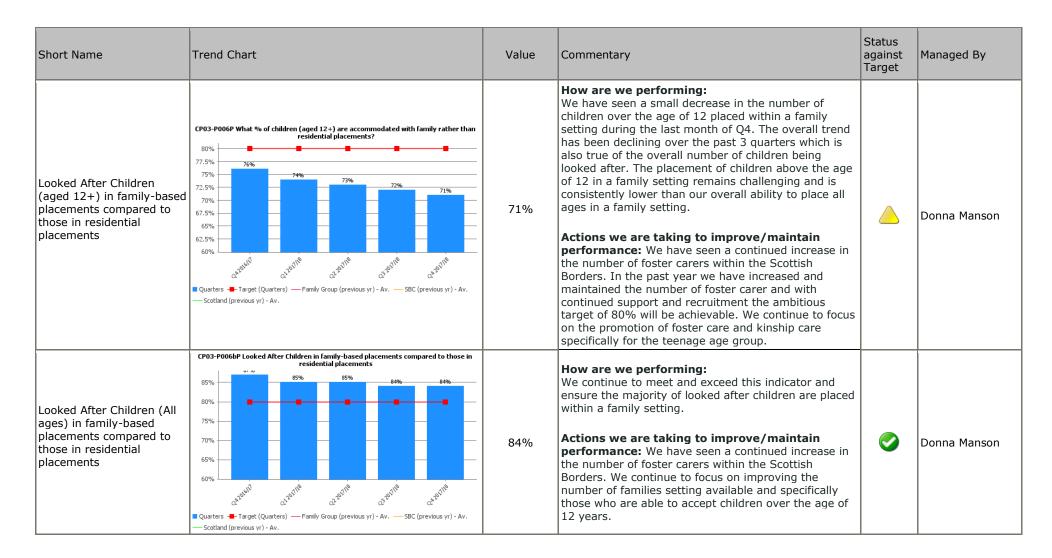
All new clients are assessed using the Self Directed Support (SDS) and SBC is continuing the progression of existing clients, during reassessment, onto the Self Directed Support (SDS) approach. Bi monthly performance clinics are held and this measure is monitored and discussed to ensure continued progression towards target.

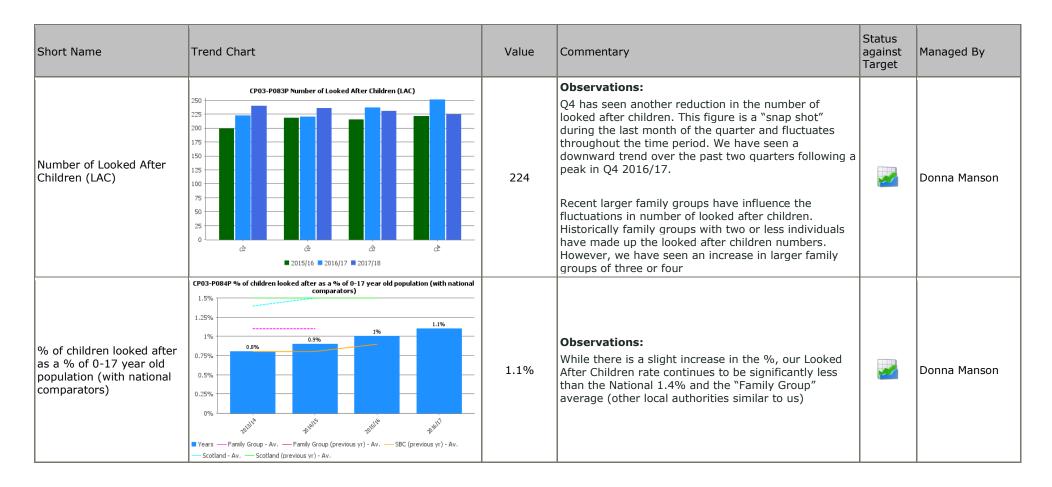
This measurement compares the number of clients who receive a financial commitment which would be considered a package of care/support with those who are assessed using the SDS approach. This is a more representative measure of the SDS implementation within the Scottish Borders.

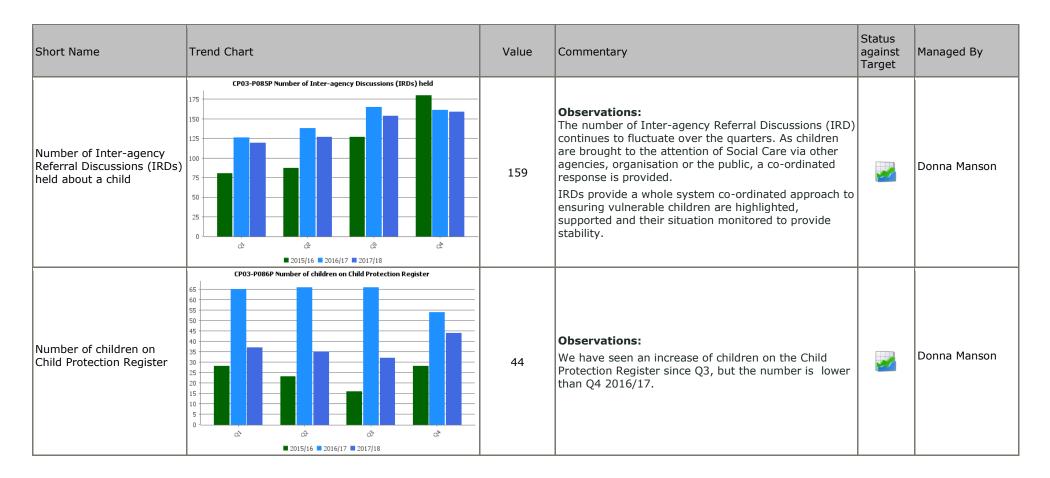
We continue to review this measurement to improve its' accuracy and identify the individuals and groups who we need to transition onto the SDS approach.

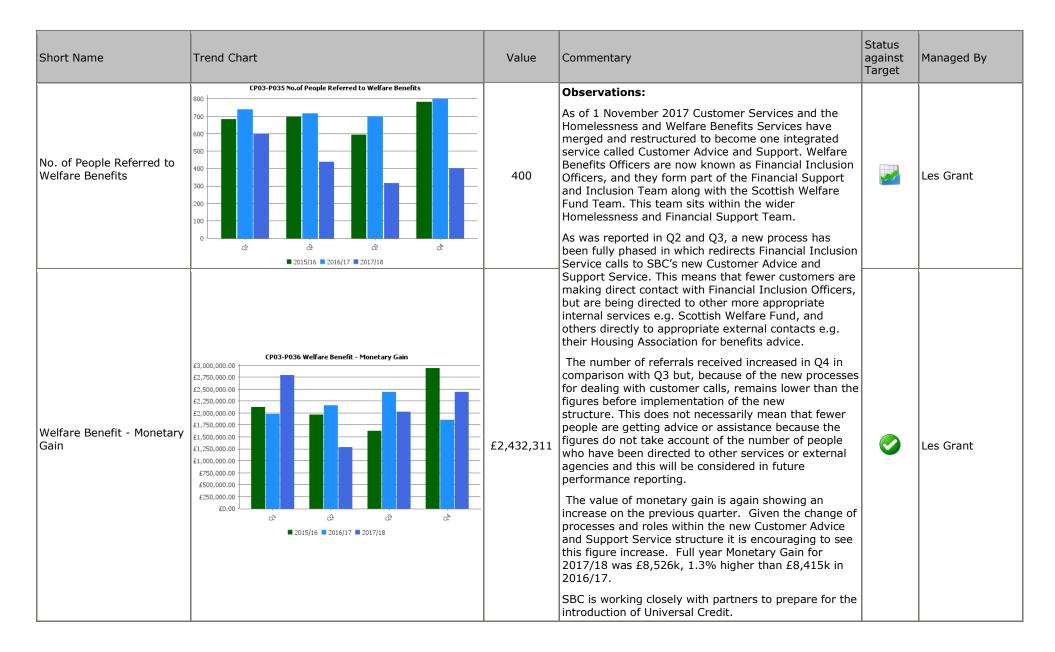
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Adults with self-directed care arrangements per 1,000 population	CP03-P004P How many adults have self-directed care (SDS) arrangements? (rate per 1,000 people) 20.00 17.78 18.39 19.79 15.58 15.58 15.58 10.00 10.00 10.00 2.50 0 0 0 0 2.50 0 0 0 0 0 0 2.50 0 0 0 0 0 0 0 2.50 <	19.15	Observations: By the end of 2018 there is an expectation that the majority of clients will be assessed using the SDS approach. At present all new clients are using the SDS approach and we continue to review and reassess existing clients using the SDS approach. The expectation is therefore that the rate of individuals using SDS arrangements per 1,000 population will increase. At present this measurement is no longer nationally published. As the SDS implementation continues the main measurement used by the Scottish Government to compare Local Authorities is the SDS implementation rates. This measurement is similar to CP03-P004b Percentage of Clients using the SDS approach based on Finance Commitment Records		Murray Leys
Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	CP03-P028P What % of people contacting Social Work receive a service within 6 weeks of their assessment?	93%	 How are we performing: The % of new service users receiving a service within 6 weeks of assessment is below target in Q4. The majority of clients exceeding the 6 week delivery time are clients with complex needs. This increased delivery time is due to the need for multiple levels of service support. Actions we are taking to improve/maintain performance: With new process embedded and methods of recording assessments understood this indicator has shown a steady recovery and is now maintained above the target of 95%. 		Murray Leys

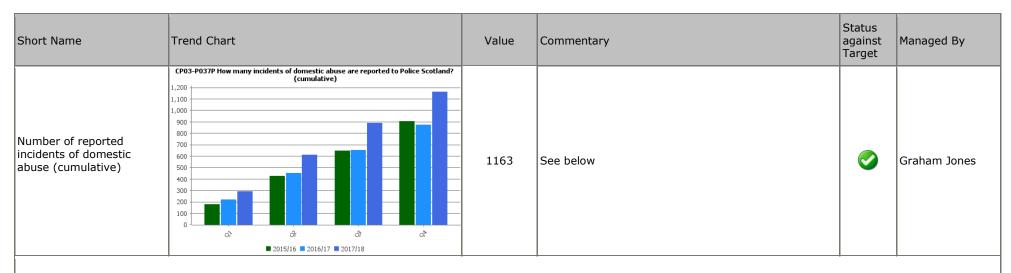












Note: This PI is rated "Green" as the aim is to maximise reporting of domestic abuse.

Where we are currently

An increase of 195 reported incidents of domestic abuse in 2017/18 when compared to 2016/17, which equates to a 20.1% increase.

Our Successes/Our Issues

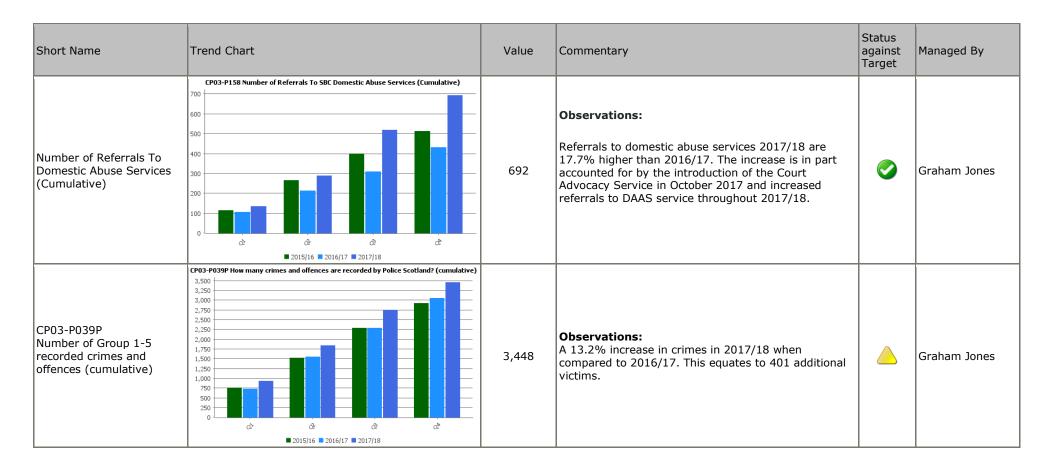
- We have successfully recruited a Modern Apprentice to work in the Domestic Abuse and Advocacy Service (DAAS) team, and a qualified domestic abuse advocate to deliver an outreach service as part of the STEPS project, this post has been vacant for over 15 months, however the Big Lottery have been happy with the way in which clients who need outreach have been supported to date – this has been provided by the DAAS service.

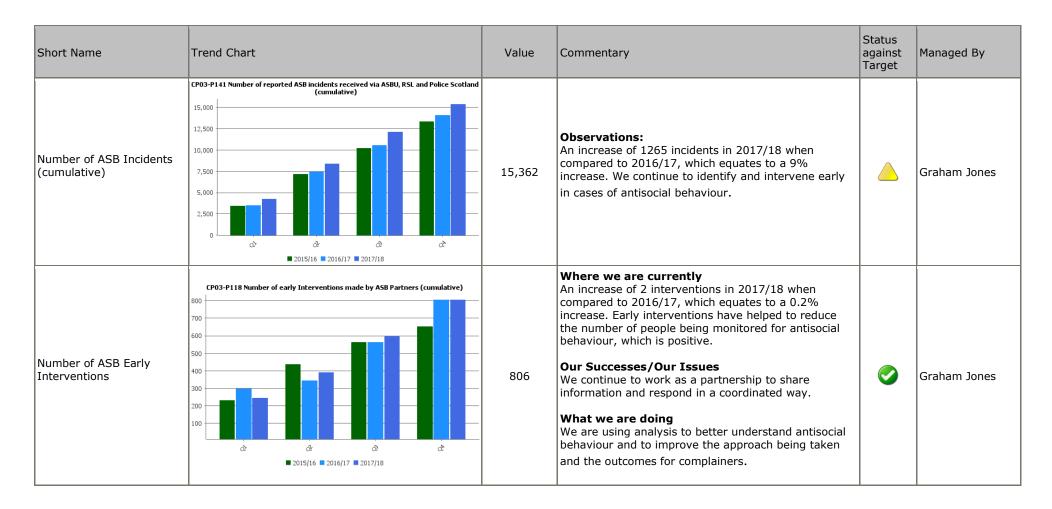
- The CEDAR Participation group are planning presentations to head teachers in schools to raise awareness of the benefit of CEDAR. The CEDAR Graduates have been shortlisted for an Adult Learners Award.

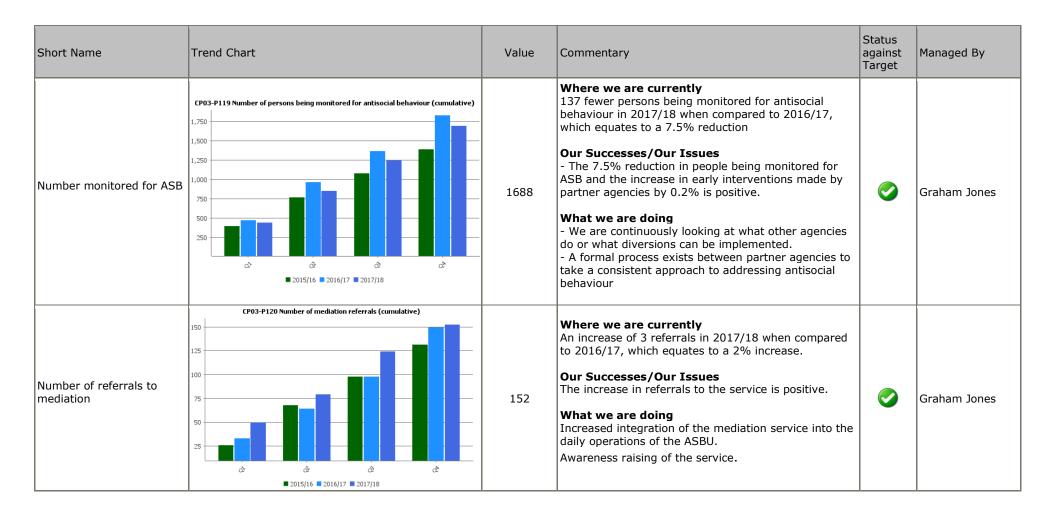
- The new data protection legislation will have a significant impact on information available to the DAAS service to address risk, with a reduction in information available to share for referrals where there is no criminal offence. DAAS is working with Police Scotland to find a solution to enable a full risk assessment to be conducted for such cases.

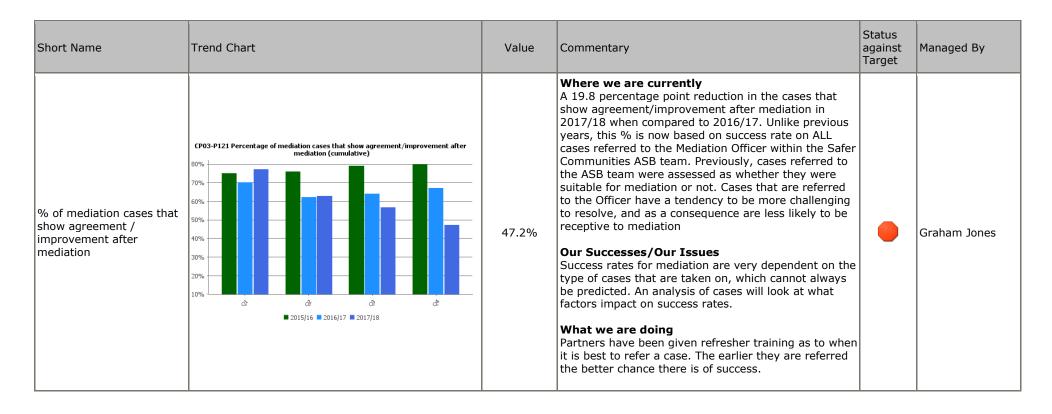
Service Update

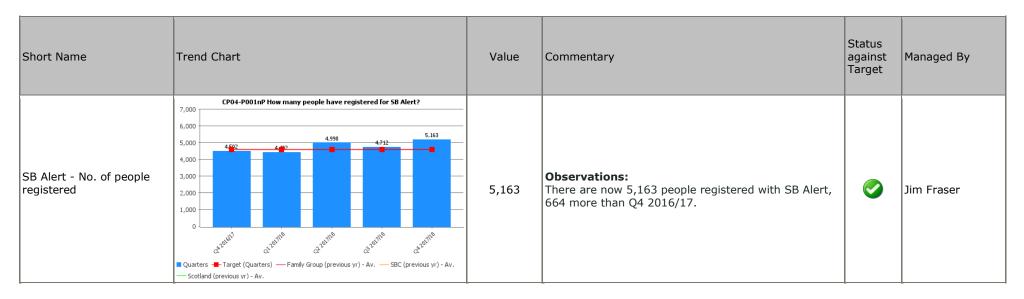
Referrals to DAAS are significantly higher than last year, up 70.4%.











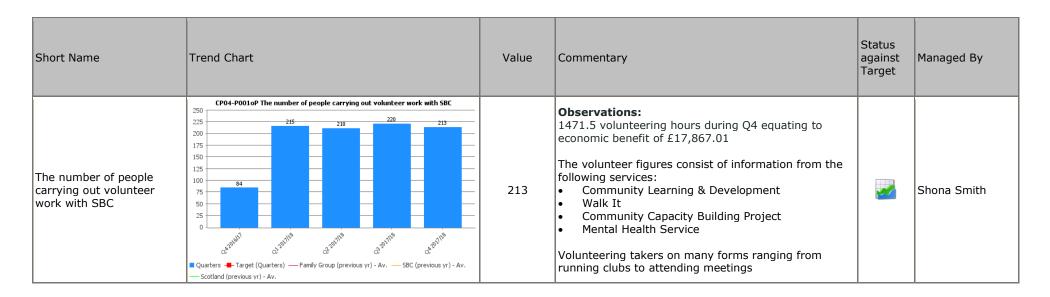
Priority 4: Communities- Executive PIs (Quarterly)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
No. of Active community resilience plans (cumulative)		42	Observations: The number of active community resilience plans now stands at 42, 3 more than in Q4 2016/17. There are also currently 12 community council areas with a progressing "Resilient Communities" plan.		Jim Fraser
No. of Progressing community resilience plans (cumulative)	Exec - Community Resilience Plans - Active and Progressing	12	 The Resilient Communities initiative enables communities to respond locally to incidents such as severe weather more effectively, with appropriate training and support from SBC. They do this by carrying out local tasks such as: Clearing snow from pathways/community facilities Delivering supplies Providing meals and assistance to those in need Communicating with residents as well as the Emergency Bunker based at HQ SBC support the groups by providing equipment, First Aid and general training as well as early warnings of severe weather or other important information. SBC are calling on local people to either join a group or approach the Council to set up their own. More information about resilient communities can be found at https://www.scotborders.gov.uk/info/20008/emergenc ies and safety/191/resilient_communities 		Jim Fraser

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Community Grant - No. of grants awarded	CP04-P001aP How many grants did we award from the Community Grant Scheme?	10	Observations: Number of awards in Q4 2017/18(10) is higher the equivalent awards in Q4 2016/17(6). There were also 6 further applications (originally presented to CGS) which were re-directed down Quality of Life funding route totalling £7,506.80. The total value of awards in Q4 2017/18 is £17,835 which is higher than £13,211 in Q4 2016/17. The total project cost values in each quarter can vary significantly dependent on the size of projects		Shona Smith
Community Grant - Value of funding granted	Exec - Community Grant Scheme: Grants / Total Project Value £200,000 £204,097 £200,000 £175,000 £150,000 £120,421 £125,000 £120,421	£17,835	supported. The total value of project costs in Q4 2017/18 is down in relation to the equivalent Q4 in 2016/17 (£214,247) however awards made in this quarter were for small projects only and the equivalent Q4 in 2016/17 included a £198k project (Peebles Lawn Tennis club)		
Community Grant Award - Total Project Cost	£100,000 £75,000 £0 £13.211 £0 £0 £0 £13.211 £13.926 £11.833 £9,979 £17.835 £11.833 £9,979 £17.835 £11.833 £9,979 £17.835	£71,301	which increased the total project value considerably. It is anticipated that there will be a number of community groups who were unable to obtain funding from Localities Bid Fund following the public vote who will be approaching CGS in the near future'.		

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
National Lottery Funds - Overall Award Total	CP04-P001fP What was the total value of National Lottery Funding received in the Scottish Borders? E1,000,000.00 E750,000.00 E250,000.00 E0.00 Cytown	£242,608	 How are we performing? Overall in Q4 2017/18 there were 13 projects awarded a total of £242,608. The number of grants awarded (up to £10k) was 10, lower than the 12 awards in Q4 2016/17. The awards total (above £10k) in Q4 2017/18 was significantly lower than Q4 2016/17 at £165,248 due to 2 large awards in that period. There are a number of unsuccessful Localities Bid Fund applicants directed to Awards for All, some of which have already secured funding. We will be working closely with the larger projects who were unsuccessful in the Localities Bid Fund, some of which may be appropriate for Lottery Funding. Currently we have a number of pipeline projects, 4 are progressing towards stage 2 funding and if are successful will secure just over £1.5m. Actions we are taking to improve or maintain performance We continue to promote all of our external funding streams on our SBC website which enables us to not only maximise our internal funds but to also leverage more funding into Scottish Borders. We also continue to work closely with our partners and 3rd sector to provide assistance, support and increase the capacity within our communities to enable the development of major projects within the area and to secure large scale funding. 		Shona Smith

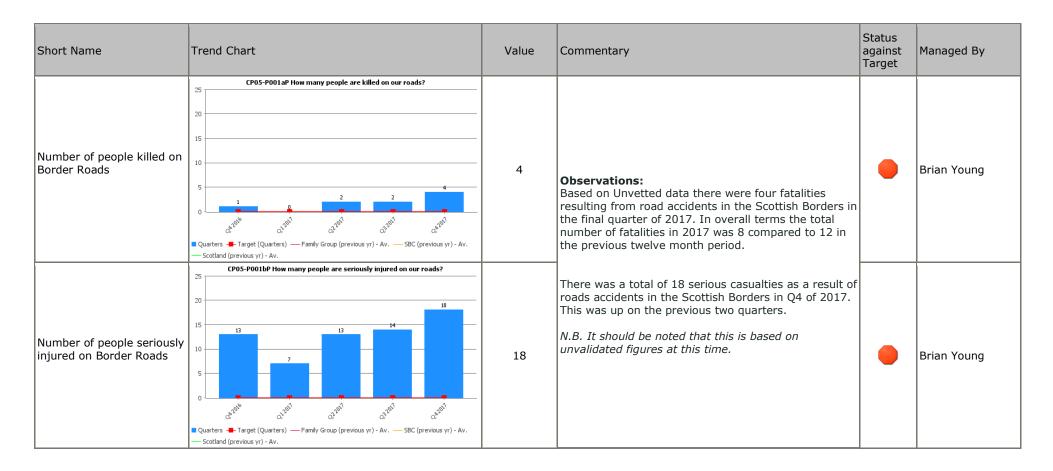
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Quality of Life Fund – Total value of funds awarded (cumulative)	CP04-P001 jP The Total value of funds awarded from the Quality of Life Fund (cumulative) £110,000.00 £00,000.00 £100,000.00 £80,000.00	£110,544	Observations: Cumulatively to Q4 2017/18, 65 projects were awarded a total of £110,544. Of these 2 were carried forward from 2016/17. Amounts awarded ranged from £56 to £12,079 and have averaged £1,701.	2	Jason Hedley
Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)	CP04-P001kP The Total value of funds awarded from the Neighbourhood Small Schemes Fund (cumulative) £300,000.00 6 £275,000.00 6 £250,000.00 6 £250,000.00 6 £175,000.00 6 £175,000.00 6 £175,000.00 6 £150,000.00 6 £150,000.00 6 £150,000.00 6 £150,000.00 6 £150,000.00 6 £150,000.00 6 £100,000.00 6 £100,000.00 6 £20,000.00 6 £20,000.00 6 £20,000.00 6 £20,000.00 6 £20,000.00 6 £20,000.00 6 £20,000.00 7 £20,000.00 7 £20,000.00 7 £20,000.00 7 £20,000.00 7 £20,000.00 7 £20,000.00 7 £20,000 <td< td=""><td>£151,796</td><td>Observations: Cumulatively to Q4 2017/18, 90 projects were awarded a total of £151,796. Amounts awarded ranged from £32 to £10,200 and have averaged £1,687.</td><td></td><td>Jason Hedley</td></td<>	£151,796	Observations: Cumulatively to Q4 2017/18, 90 projects were awarded a total of £151,796. Amounts awarded ranged from £32 to £10,200 and have averaged £1,687.		Jason Hedley

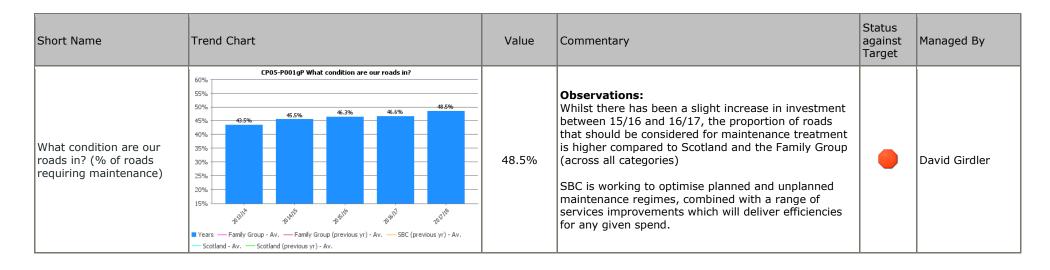


Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)	CP05-P001cP How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average) 70.00		Observations: This quarter has seen the recycling rates rise very slightly. Some of the change will be due to natural variation in the tonnages that are being collected – for example we have seen an increase in the glass (which may be due to the data received from our 3rd party), wood and rubble collected at the recycling centres		Ross Sharp-Dent
Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)	CP05-P001dP How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average) 70.00 60.71 60.57 60.50 59.92 59.76 60.00 60.71 60.57 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 59.92 59.76 50.00 60.71 60.50 60.50 60.50 60.50 10.00 60.70 60.50 60.71 60.71 60.71 60.71 0.00 6.75% 6.75% 6.75% 6.75% 6.75% 6.75% 0.00 6.75% 6.75% 6.75% 6.75% <td>59.76%</td> <td>during this period and a slight decrease in the waste collected. Future data will help inform this. As the recycling rates have very slightly increased, the landfill rates have very slightly decreased. This could be due to natural variation in the tonnages collected from year to year and month to month. Future data will help inform this.</td> <td></td> <td>Ross Sharp-Dent</td>	59.76%	during this period and a slight decrease in the waste collected. Future data will help inform this. As the recycling rates have very slightly increased, the landfill rates have very slightly decreased. This could be due to natural variation in the tonnages collected from year to year and month to month. Future data will help inform this.		Ross Sharp-Dent

Priority 5: High Quality Environment – Executive Quarterly PIs

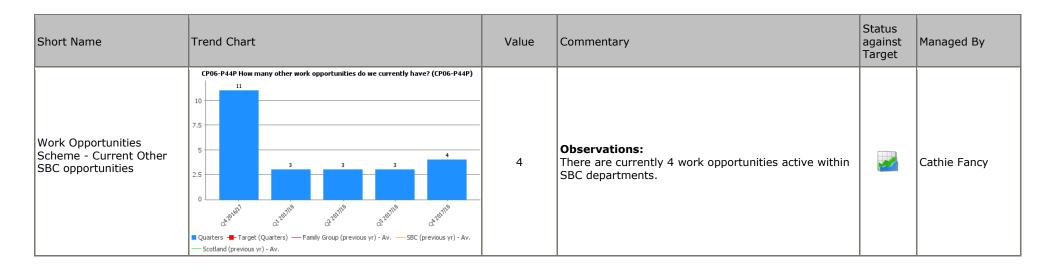
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)	CPOS-P001eP How much of our household waste requires other treatment (%) - UNVERTFIED (cumulative rolling average) 70.00 0.00 60.00 0.00 50.00 0.00 40.00 0.00 20.00 0.01 10.00 0.25 0.29 0.00 0.31 0.34 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.00 0.26 0.29 0.31 0.34 0.35 0.00 0.26 0.29 0.31 0.34 0.35 0.00 0.29 0.31 0.34 0.20 0.30 0.31 0.34 0.20 0.31 0.32 0.31 0.20 0.20	0.35%	Observations: The percentage of waste going to "other treatment" has increased over the last four quarters. This is a small percentage and is related to material that was sent off for recycling but which identified as contamination through the sorting process.		Ross Sharp-Dent
Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave)	CP05-P001P How much of our waste do we recycle at Community Recycling Centres? 70.00 56.23 56.11 57.12 57.91 58.54 50.00 56.23 56.11 57.12 57.91 58.54 50.00 20.00 </td <td>58.54%</td> <td>Observations: The recycling centre rate recycling rate has increased slightly which is due to an increase in wood, green waste and dry mixed recyclate and a decrease in the waste collected at our sites.</td> <td></td> <td>Ross Sharp-Dent</td>	58.54%	Observations: The recycling centre rate recycling rate has increased slightly which is due to an increase in wood, green waste and dry mixed recyclate and a decrease in the waste collected at our sites.		Ross Sharp-Dent





Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
CP06-P14 Percentage of Working Days Lost - Council Average			Note: Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains a key area of focus for SBC at this time.		Ian Angus
Work Opportunities Scheme - Current Total Work Opportunities (incl. ESS supported employees)	CPD6-P45P How many people do we currently employ through our Work Opportunities Scheme? (CPD6-P45P) CPD6-P45P CPD6-P45	38	Observations: There were 38 employment related opportunities being provided by SBC through the Work Opportunities Scheme policy at the end of March 2018.	2	Cathie Fancy
Work Opportunities Scheme - Current Employability Fund Posts	Executive - Supported Employment excl. ESS	0	Observations: There were 30 Modern Apprentices employed by SBC (end March 18) and 4 student placements. This year so far 26 apprenticeships have been provided which is		Cathie Fancy
Work Opportunities Scheme - Current Student Placements	40 36 35 32 30 30 25 30 20 30	4	an increase of 6 from 2016/17. There continues to be lots of interest from departments around recruiting further MAs for 2018/19 some of these already going through the recruitment stage.		Cathie Fancy
Work Opportunities Scheme - Current Modern Apprentices employed within SBC	15 10 5 3 0 0 0 0 0 0 0 0 0 0 0 0 0	30	A recent analysis of the 94 Modern Apprentice opportunities provided by SBC since 2014, showed that many have achieved positive outcomes and gone on to secure employment with SBC. 35 had secured jobs with SBC whilst 12 had secured roles with other employers. 5 had progressed to University or College places and at the time of the analysis 36 remained within their apprenticeship period.		Cathie Fancy

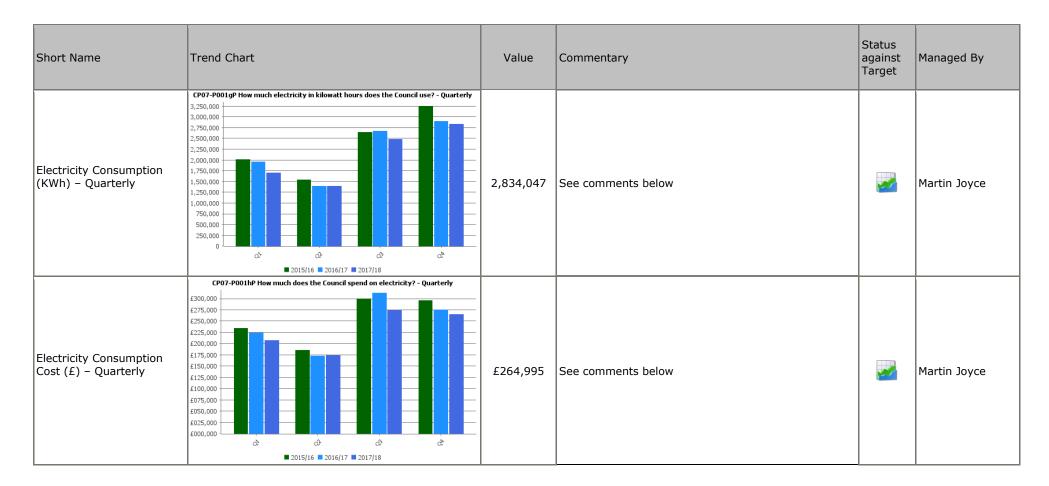
Priority 6: Developing our Workforce – Executive Quarterly PIs

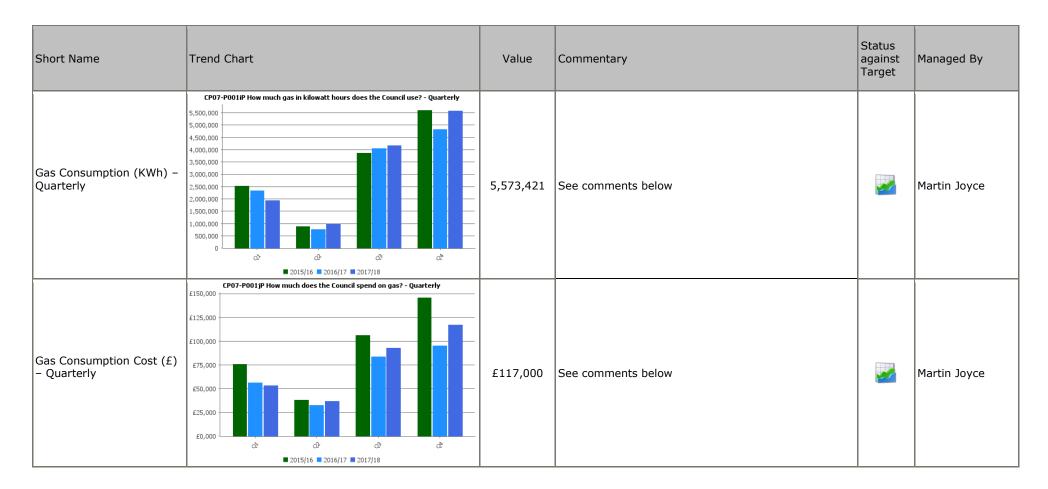


Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Council Tax - In Year Collection Level	CP07_P001 aa Council Tax – In Year Collection LBL	96.81%	Note: The basis of calculation has been changed to "Line by Line" which is considered more accurate and treats differently relief for components such as Water and Sewerage. Observations: The collection level for 2017/18 has exceeded the expected target (and although the basis of the calculation has changed slightly, the final figure is slightly higher than 2016/17). However, this is as a result of us changing our reporting method to allow us to better benchmark our performance with other local authorities in Scotland. The rollout of Universal Credit during 2018/19 may have an impact on the uptake of Council Tax Reduction which impacts the collection level. We will be monitoring this carefully throughout the year.	©	Jenni Craig
Occupancy Rates of Industrial and Commercial Units	CP07-P001bP What % of industrial & commercial properties, owned by the Council, are occupied? 100% 90% 88.8% 87.3% 80% 60% 60% 60% 20% 20% 10% 0% 20% 20% 10% 20% 10% 20% 20% 10% 10% 10% 10% 10% 10% 10% 10% 10% 1	88.8%	Observations: Occupancy rates by localities: Berwickshire (76.3%). Cheviot (90.8%). Eildon (91.7%). Teviotdale & Liddlesdale (92.3%). Tweeddale (96.7%). The percentage of properties occupied across the Scottish Borders was 88.8%. The total number of new leases was 7 during this period.	②	Bryan McGrath

Priority 7: Assets and Resources- Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Capital Receipts Generated (cumulative)	CP07-P001cP How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative) £1,500,000.00 £1.437,000.00 £1,250,000.00 £1.437,000.00 £1,000,000.00 £1.437,000.00 £1,000,000.00 £1.437,000.00 £1,000,000.00 £1.437,000.00 £1,000,000.00 £1.437,000.00 £10,000,000.00 £380,343.00 £250,000.00 £231,600.00 £380,343.00 £250,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £235,238.00 £200,000.00 £231,600.00 £236,200 £200,000.00 £231,600.00 £236,200 £200,000.00 £231,600.00 £236,200 £200,000 <t< td=""><td>£380,343</td><td>Observations: Due to a number of factors out with SBC's control completed sales in Q4 have not been as high as anticipated and include West Linton Old School, the Former Grantshouse Outdoor Study Centre and the potential Lauder Primary School site at Thirlstane Drive, which should have accounted for circa £700k of receipts.</td><td></td><td>Neil Hastie</td></t<>	£380,343	Observations: Due to a number of factors out with SBC's control completed sales in Q4 have not been as high as anticipated and include West Linton Old School, the Former Grantshouse Outdoor Study Centre and the potential Lauder Primary School site at Thirlstane Drive, which should have accounted for circa £700k of receipts.		Neil Hastie
Total no. of properties surplus to requirements		21	Observations: There are currently twenty one properties surplus to the Councils requirements.		Neil Hastie
Total no. of properties actively being marketed	Executive - Properties no longer required 28 28 25 24 23	7	A total of seven are actively being marketed including the Former Kelso High School.		Neil Hastie
Total no. of properties under offer	22 20 19 10 10 10 10 10 10 10 10 10 10	7	Seven properties are currently under offer and it is anticipated that two of these should conclude early in the new financial year. Unfortunately the Council has been forced to withdraw from the missives for the sale of the Former Burgh Yard, Galashiels and remarketing is expected in May. Perspective purchasers have withdrawn from two properties under offer and again measures are in place to remarket these as soon as possible. SBC's property rationalisation programme is being taken forward which will result in additional properties being brought to the market.		Neil Hastie





Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
How are we performing:					
Overall The overall energy consump	tion has increased by 0.8% but due to large decreases	in electricity	consumption we have seen an overall cost reduction of	2.5%.	
Electricity This year we have seen a de	ecrease in electricity consumption of 5.8% with an asso	ciated cost re	duction of 6.6%.		
			cost have contributed to this cost increase. The weather ion is taken into account the normalised gas consumptic		
Actions we are taking to	improve our performance				
	n programme of works the Energy Efficiency Programm ur energy consumption and costs as much as possible.	ne (EPP) is foc	ussed on delivering cost effective energy reductions that	t represent	t best value for
- Awarded a contract and co			of renewable energy and heating projects		
 Maximising efficiency of ou We are identifying and pla We are working closely wit We continue to work hard 	ting projects are planned for 2018-19 ur electrically heated buildings nning priority work at our most inefficient properties th our managed services partners to identify and imple with our new buildings to ensure they are run as efficien th new building projects at design concept stage to ens	ently as possib		nergy oppo	ortunities are

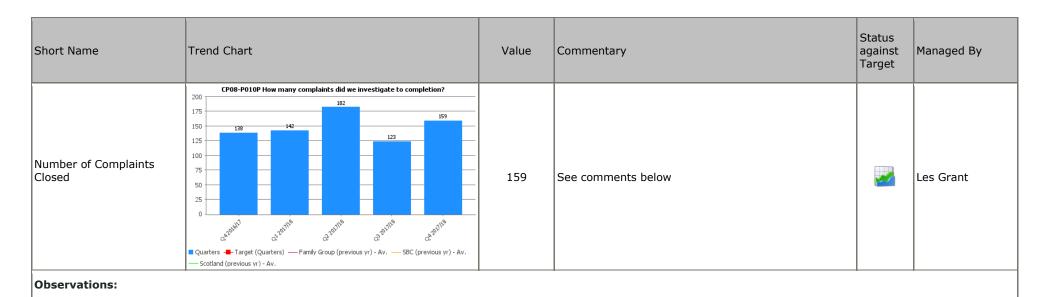
Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Capital Projects where RAG status is "Green"		18	<i>NOTE: this PI is now monitoring the "top c.20" Capital Projects (as opposed to the whole capital programme)</i>		Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Amber"		3	Observations: Of the "top 21" capital projects being managed by SBC:		Paul Frankland; Steven Renwick
Number of Capital Projects where RAG status is "Red"	Executive - Capital Projects	0	 18 have been assessed as "green" overall in terms of progress being made to deliver the project (time, quality & budget) 3 have been assessed as "amber" overall, namely: Complex Needs Faculty, Galashiels Academy - Delivery delay due to weather. Wilton Lodge Park, Hawick - The majority of the project remains on time and budget, but the pursuit of parties, in relation to the delays with the café delivery, will take several months to complete and it is not guaranteed that SBC will recoup all costs. Union Chain Bridge (Fishwick)- Decision regarding the Heritage Lottery Funding (HLF) contribution pending with work ongoing by officers to secure funding. A first round HLF bid has been approved and the project can now move into a one year development phase to progress the scheme further, ahead of a second round submission. Details of the full capital programme are presented to Executive Committee on a quarterly basis, on the same agenda as this performance report. 		Paul Frankland; Steven Renwick

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included	CP07-P002aP Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included 7 6 5 7 6 7 6 7 6 7 6 7 7 6 7 7 6 7 7 6 7 7 6 7 7 7 6 6 7 7 7 7 6 6 7 7 7 7 7 6 6 7	2	 How are we performing: The number of contracts awarded containing community benefit clauses continues to be encouraging. During this reporting period a variety of contracts carried a community benefit requirement including; Galashiels Academy Emotional Health & Well Being Consultant Langlee Regeneration Jedburgh Campus Project Manager Solar PV Systems Galalaw Business Park The following are examples of significant projects due to commence in 2018, all containing added value through CBCs; Great Tapestry Building Galashiels Jim Clark Museum Almstrongs Building Hawick Jedburgh School Campus Project Support Energy Efficiency Programme Residual Waste Roads Aggregates Framework Actions we are taking to improve/maintain performance: We are working closely with HUB South East and BAM Construction to maximise community benefits from the Jedburgh School campus project. It should be noted that the number of the contracts awarded and start dates of those contracts will be subject to natural variation dependant on the timing of contract award, scope and scale of contract opportunities from the Council. It is therefore not possible to trend this indicator on a short term basis.		Kathryn Dickson

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)	CP07-P002bP Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC) 17.5 10 7.5 2.5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8	 How are we performing: In this reporting period six new jobs and six work experience posts were realised from some of our smaller projects including; A general construction job for a young person at the refurbishment works at Galashiels Academy and new joinery post as a result of the early year's works at St Boswells Primary School. The Penmanshiel Compensatory Replanting scheme also delivered one new job and three paid work experience opportunities for young people in the Borders. Other work experience included a placement for a local university student at the Galalaw Business Park and administrative post to support the Galashiels Academy and St Boswells Primary School projects. Local frameworks agreements including Repairs and Maintenance, Small Plant Hire and Roads Aggregates continue to support the local economy through a wide range of employment and apprenticeship opportunities. Actions we are taking to improve/maintain performance: Monitoring of all contracted community benefit clause is in place to ensure delivery is achieved.		Kathryn Dickson;

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Total number of interactions (taken through CRM) by Customer Services	CP08-P066P How many transactions were logged as handled by Customer Services staff? 70,000 60,000 50,000 44,523 43,623 44,724 43,623 44,724 43,623 44,724 43,623 44,724 43,623 44,724 43,118 44,724 43,118 44,724 43,118 44,724 43,118 44,724 43,623 44,724 43,118 44,724 43,118 44,724 43,118 44,724 44,724 43,118 44,724 45,714 45,714 45,714 45,714 45,714 45,714 45,714 45,714 45,714 45,714 45,714 46,714	43,118	Observations: Throughout Q4 there has been an increase of 5,257 transactions taken through CRM when compared with Q3. When reviewing the same period last year there has been a decrease of 1,405 interactions. These figures remain fairly consistent. We actively promote the website and the Customer Services 0300 100 1800 line. We are also continually working to increase the number of services delivered digitally and to encourage self-service		Les Grant
Face-to-Face interactions (taken through CRM) by Customer Services	Exec - Customer Services Interactions logged on CRM 35,000 30,000 26,876 26,876 26,413 25,810 21,855	15,207	Observations: There has been an increase of 758 face-to face interactions during Q4 when compared with Q3. In comparison to the same quarter last year (2016/17) there has been a decrease of 978 face-to-face interactions.	2	Les Grant
Voice interactions (taken through CRM) by Customer Services	20,000 16,185 15,000 5,000 0 CP08-P063P CP08-P065P	25,810	Observations: In Q4 the number of voice interactions increased by 3,955 when compared with Q3. When making a comparison with Q4 last year (2016/17) there has been a decrease of 1,066 voice interactions taken through CRM. The increase experienced from the previous quarter may be attributed to the severe weather conditions. Work continues on moving services online.		Les Grant

Priority 8: Excellent Public Services – Executive Quarterly PIs



In Q4 159 complaints were closed. 44% of complaints were classified as 'Justified' and 56% as 'Unjustified'. In addition 11% complaints were classified as 'Policy'.

Below is a split of complaints closed during the period by locality and reason. Where a complaint has been logged anonymously it cannot be attributed to a locality and therefore shows as undefined. 11% of complaints closed were undefined in Q4. (Note that small variations in the table total vs the indicator overall are due to the time lag in preparation of the commentary)

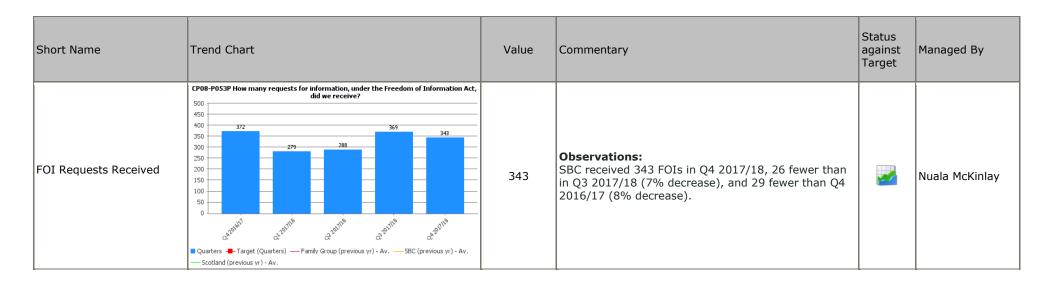
	Teviot	Berwickshire	Cheviot	Eildon	Tweeddale	Undefined	Summary
Delay in Responding	0	3	2	3	3	1	12
Employee Attitude	3	2	6	2	4	0	17
Failure to Del Ser	11	9	15	12	18	7	72
Other	8	2	5	8	11	8	42
Policy	2	1	1	2	3	1	10
Bias or Discrimination	1	0	2	0	1	0	4
Totals	25	17	31	27	40	17	157

Cheviot and Tweeddale localities were the areas with the highest number of complaints (18% and 25% respectively) with the most popular classification reason being 'Failure to Deliver Service' across all five localities. Berwickshire received the fewest complaints accounting for 11% of complaints closed.

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Average times: the average time in working days to respond to complaints at stage one	SPS0-04aP How long in working days does it take on average to respond to a complaint at stage one?	4.2	Observations: There has been a slight change to the average number of days taken to respond to complaints at stage one over the previous quarter. There has been a slight decrease from Q4 last year, with the average time in working days being 4.5. Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training where necessary.	S	Les Grant
Average times: the average time in working days to respond to complaints at stage two	SPS0-04bP How long in working days does it take on average to respond to a complaint at stage two?	19	Observations: In Q4 there has been an increase in the average number of days taken to respond to complaints at stage two when compared with Q3. When compared with the same quarter last year (2016/17) there has also been an increase. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary		Les Grant

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Average times: the average time in working days to respond to complaints after escalation	SPSO-04cP How long in working days does it take on average to respond to a complaint that has been escalated?	21.6	Observations: The average time taken to respond to the customer has decreased by an average of 7 days when compared with the previous quarter. There has been a slight increase when considering the same quarter last year (2016/17). The low number of complaints handled at this stage can result in significant fluctuations in performance if just one complaint is not handled within timescales. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant
Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints	SPSO-05aP How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?	83.0%	Observations: There has been a decrease of 1.8% when compared with the last quarter. In comparison to the same period last year there has also been a decrease of 1.3%. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary		Les Grant

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints	SPSO-05bP How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?	60.7%	Observations: Performance against timescales has decreased over the previous quarter with 60.7% of Stage 2 complaints being closed within 20 working days compared to 70% last quarter. However, performance was better in Q4 last year with 84% being closed within timeframes. The low number of complaints handled at Stage 2 can result in significant fluctuations in the performance when just a few complaints are not handled within timescales. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.	•	Les Grant
Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints	SPSD-05CP How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?	42.9%	Observations: Performance has improved this quarter over the previous quarter with 42.9% of escalated complaints being handled within 20 days compared with Q3. Compared to the same period last year 69.2% of escalated complaints were handled within the 20 day timeframe performance has fallen. It should be noted that the small number of complaints that are escalated means significant swings in performance can occur when just 1 or 2 complaints breach timescales. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		Les Grant



Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
% of FOI Requests Completed on Time	CP08-P054P What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?	94%	How are we performing: SBC has made good progress over the longer term in dealing with as many FOIs within the required timescales. Whilst we always strive to reach 100%, many of the requests are very complex, and require information held across a number of departments. In Q4 2017/18, 94% were completed on time, just slightly up on the 93% in Q3 2017/18. Some responses were delayed due to staffing resources within services and breakdown in process. Actions we are taking to improve/maintain performance: This measure is reviewed by SBC's Corporate Management Team on a monthly basis, with response times from individual departments monitored so that any problems or delays can be addressed. All staff must undergo training on dealing with FOIs, and the streamlining of processes within departments, as well as the availability of information on SBC's new website, means that we can respond to the majority of FOI requests quickly and efficiently. All previous FOI requests are published on SBC's website along with the response provided: https://www.scotborders.gov.uk/directory/59/freedom <u>of information requests</u>		Nuala McKinlay

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Facebook Engagements	CP08-P159 Number of Facebook Engagements 225,000 - 200,000 - 175,000 - 125,000 - 100,000 - 84,143 - 75,000 - 25,000 - 0 - 42,973 - 44,405 - 45,061 - 25,001 - 0 - 0 - 0 - 0 - 0 - 0 - 0 - 0	235,797	Observations: On Facebook , SBC posts reached an estimated 1,139,482 people (total of weekly unique reach), with 235,797 engaging (liking, commenting, sharing) with posts. Over Q4 the number of Facebook followers rose to 19,642 (+4,640 on start of Q4). The social media statistics were significantly boosted due to periods of severe weather during the quarter and show the value of these channels in such situations	2	Tracey Graham
Number of Twitter Engagements	CP08-P160 Number of Twitter Engagements 80,000 - 70,000 - 50,000 - 40,000 - 30,218 - 30,000 - 20,000 - 10,000 - 0 - CP08-P160 Number of Twitter Engagements 83,/46 10.994 - 11.781 - 11.781 - 0 - 0 - CP08-P160 Number of Twitter Engagements 83,/46 - 20,000 - 0 - 20,000 - 20,0	83,746	Observations: During the quarter Twitter post links were clicked 83,746 times . The number of followers at Q4 end was 11,804 (+1,284 on start of Q4). The social media statistics were significantly boosted due to periods of severe weather during the quarter and show the value of these channels in such situations.		Tracey Graham