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EXECUTIVE COMMITTEE TUESDAY, 4 SEPTEMBER 2018

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 4 SEPTEMBER 2018 at 10.00 am

J. J. WILKINSON,
Clerk to the Council,

28 August 2018

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 8) Minute of meeting held on 21 August 2018 to be approved and signed by the Chairman (copy attached).	2 mins
5.	Our Plan and Your Part In It: SBC's Corporate Performance and Improvement Report (Quarter 1 2018/19) (Pages 9 - 90) Consider report by Chief Executive presenting a high level summary of Scottish Borders Council's performance during Q1 2018/19 and Live Borders performance for Q3 and Q4 of 2017/18 (copy attached).	20 mins
6.	Overview of SBC's Complaints Annual Performance Report 2017/18 (Pages 91 - 134) Consider report by Service Director Customer and Communities presenting a summary of Scottish Borders Council's "Complaints Annual Performance Report for 2017-18" (copy attached).	20 mins
7.	New Jedburgh Intergenerational Community Campus (Pages 135 - 160) Consider Project Authorisation report by Service Director Assets and Infrastructure in connection with the new Jedburgh Intergenerational Community Campus (copy attached).	10 mins
8.	Any Other Items Previously Circulated	
9.	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 S. Haslam (Chairman), S. Aitchison (Vice-Chairman), G. Edgar, C. Hamilton, E. Jardine, T. Miers, S. Mountford, M. Rowley, G. Turnbull and T. Weatherston. Vacancy.

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SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE

MINUTE of MEETING of the EXECUTIVE COMMITTEE held in THE Council Chamber, Council Headquarters, Newtown St. Boswells on Tuesday, 21 August 2018 at 10.00 a.m.

Present:- Councillors S. Haslam (Convener), S. Aitchison, G. Edgar, C. Hamilton, E. Jardine, T. Miers, S. Mountford, M. Rowley, G. Turnbull, T. Weatherston
Also Present:- Councillors W. McAteer,.
In Attendance:- Chief Executive, Executive Director (R. Dickson), Chief Financial Officer, Democratic Services Team Leader.

ADJOURNMENT

The Chairman adjourned the meeting for a short time to allow Members to consider the position of Councillor McAteer following his resignation from the Independent Alliance. Following the recommencement of the meeting the Chairman advised that the Administration was formed by Members of the Conservative Group and the Independent Alliance and the Executive Committee was composed of Members of the Administration. As Councillor McAteer was no longer a Member of the Administration he could not be a Member of the Executive Committee. Councillor McAteer was asked to withdraw from the table.

1. **MINUTE**

The Minute of the Meeting held on 19 June 2018 was considered.

DECISION

AGREED that the Minute be approved and signed by the Chairman.

2. **MONITORING OF THE GENERAL FUND REVENUE BUDGET 2018/19**

There had been circulated copies of a report by the Chief Financial Officer providing the budgetary control statements for the Council's General Fund based on actual expenditure and income to 30 June 2018 and providing explanations of the major variances between projected outturn expenditure/income and the current approved budget. The report explained that after the first quarter of 2018/19 the Council was projecting pressures in excess of budget of £1.36m. However, action had been identified to offset the projected variance and these measures allowed a projected balanced position at 31st March 2019 to be forecast. Full delivery of these measures would allow all known pressures to be managed within the Council's overall 2018/19 revenue budget. However, this balanced position was dependent on the management actions identified being delivered during the remainder of the financial year. The revenue monitoring process during 2017/18 had continued to use the existing methodology of agreeing financial projections with managers due to delays in developing reporting functionality within Business World. As a result of further development of system functionality in 2018/19, a new budget forecasting tool had been developed and tested and was now being used by finance staff. Final adjustments were now being made to the forecasting modeller before it was fully rolled out to all budget managers. Real time financial reporting with drill-down functionality to individual transaction level within Business World was also now available to Budget Managers. This additional financial information would assist Managers with the process of effective budget management. As shown in Appendix 3 to the report, as at 30 June 2018, 56% (£9.182m) of the savings required by the approved budget had been delivered within the current year. A further 44% (£7.232m) was profiled to be delivered during the remainder of 2018/19. Emphasis during 2018/19 needed to be placed on delivering the savings permanently per the 2018/19 Financial Plan especially considering the scale of the full year savings required (£16.414m). Full details of pressures, risks and challenges and the significant majority of areas of the Council's operation where

budget plans remained on track were detailed in Appendix 1 to the report. In response to a concern that 23% of savings were being made on a temporary basis the Chief Financial Officer noted that, although some savings had been slower than anticipated, permanent savings would be made over time. Councillor Weatherston highlighted the challenges faced in trying to balance the Health and Social Care Budget.

DECISION

AGREED to:-

- (a) note the projected corporate monitoring position reported at 30 June 2018, the pressures identified, the underlying cost drivers of this position and the identified areas of financial risk as reflected in Appendix 1;**
- (b) approve the virements detailed in Appendix 2 to the report;**
- (c) note the progress made in achieving Financial Plan savings in Appendix 3 to the report;**
- (d) ask the Corporate Management Team to ensure measures continued to be taken to deliver a balanced budget in the current year; and**
- (e) reiterate support for a culture of sound financial management in all council departments to ensure the ongoing sustainability of the Council.**

3. BALANCES AT 31 MARCH 2018

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 2018 and details of the projected balances at 31 March 2019. The report explained that the unaudited Council's General Fund useable reserve (non-earmarked) balance was £6.672m at 31 March 2017. This reflected an increase of £0.005m from the draft revenue outturn projected position of £6.667m presented to Members on 19 June 2018 prior to the production of the unaudited accounts. The increase was as a result of some minor technical adjustments (£0.005m). The projected General Fund useable reserve was projected at £6.315m at the 31st March 2019 in line with the Council's Financial Strategy. The Council's Allocated reserve balance was £5.058m at 31 March 2018. The projected balance in the allocated reserve at 31st March 2019 was £3.063m, the movement was as a result of:

- £2m had been released to support the 2018/19 Financial Plan as previously agreed by Elected Members;
- £0.005m had been transferred from the General Fund balance to ER/VS within the Allocated balances;
- £0.135m had been transferred from CFCRs not applied to ER/VS following year end finalisation of balances required (net nil impact on overall allocated reserve balance).

The total of all useable balances, excluding developer contributions, at 31 March 2019 was projected to be £17.650m, compared to £28.793m at 31 March 2018. As the financial year progressed, earmarked balances to be carried forward to 2019/20 would increase. The projected balance on the Capital Fund of £4.203m 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

NOTED:-

- (a) the unaudited 2017/18 revenue balances at 31 March 2018;**
- (b) the projected revenue balances as at 31 March 2019 as contained in Appendices 1 & 2 to the report; and**

- (c) **the projected balance in the Capital Fund as contained in Appendix 3 to the report.**

4. MONITORING OF THE CAPITAL FINANCIAL PLAN 2018/19

There had been circulated copies of a report by the Chief Financial Officer providing an update on the progress of the 2018/19 Capital Financial Plan and seeking approval for projected outturns and associated virements, and the reallocation of funds. The monitoring tables in Appendix 1 to the report detailed actual expenditure to 30 June 2018. Key issues identified in these tables were summarised within the main report. The tables identified a projected net variance of £4.922m against the approved budget. The net in year budget decrease of £4.922m was primarily due to net budget timing movements to future years of £6.302m, the most significant of which was the Central Borders Business Park, £4.554m and Hawick Regeneration Block £1.862m offset by a net in year budget increase of £1.38m due to additional external funding secured to fund projects. Appendix 2 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 2018/19 Capital Plan. Appendix 3 contained a list of estimated whole project capital costs for single projects which would not be completed in the current financial year. Reflected in the current Capital Plan was additional budget as a result of timing movements within programme from previous financial years. Further timing movements were emerging at the end of the first quarter with budget now being transferred into future financial years. As a result a review of the capital investment planning process would be undertaken during this financial year to assess how well the Council was complying with the best practice principles set out in the Audit Scotland guide. A Capital Investment Strategy per the requirements of the CIPFA prudential code would also be produced as part of the 2019/20 financial planning process. The Chief Financial Officer highlighted the additional funding from the Strategic Timber Transport Scheme of £0.601m to repair damaged roads and Sustrans funding of £0.424m for works related to the Hawick Flood Prevention Scheme.

**DECISION
AGREED:-**

- (a) **the projected outturns in Appendix 1 to the report as the revised capital budget and approves the virements required;**
- (b) **to note the budget virements previously approved by the Chief Financial Officer and Service Director Assets & Infrastructure detailed in Appendix 2 to the report under delegated authority;**
- (c) **to note the list of block allocations detailed in Appendix 2 to the report;**
- (d) **to note the list of whole project costs detailed in Appendix 3 to the report;**
- (e) **that a review of Capital planning and investment be carried out to be considered alongside the September month end reporting presented to the Executive Committee in November 2018; and**
- (f) **to note that a Capital investment strategy would be developed in line with the requirements of the CIPFA prudential code as part of 2019/20 financial planning process.**

5. PROPOSED FUNDING CONTRIBUTIONS FOR DELIVERING EXTRA CARE HOUSING IN DUNS

With reference to paragraph 3 of the Minute of 8 March 2016, there had been circulated copies of a joint report by the Service Director Regulatory Services and the Chief Financial Officer recommending that the Council financially assist the delivery of the proposed extra care housing development at Todlaw, Duns, which would provide 49 affordable housing,

through the use of the Council's Affordable Housing Investment Budget. The report explained that proposed extra care housing developments had been identified in the Council's SHIP submissions, and Scottish Government More Homes Division officials, who were supportive of the Council's strategic housing intentions, had allocated £1.5m grant funding in 2018/19 to assist the delivery of Trust Housing Association's proposed development at Todlaw Duns. Once the project was legally committed, the balance of additional grant would be allocated in 2019/20 to suit spend profiling requirements. Trust Housing Association had secured Planning Consent for 49 houses and flats and associated communal facilities on the Todlaw site. The Council was in the process of selling the site to the Association. Trust had carried out a traditional tendering exercise and recently received tender proposals were currently being checked. Trust was understood to have secured enhanced grant contribution of around 6% from Scottish Government More Homes Division. In the meantime the current probable costs financial modelling exercise for the Todlaw site estimated total project costs of £8,190,938. The anticipated funding contributions were Scottish Government housing grant £3,393,936, Trust Housing Association private borrowing £3,061,765 and Scottish Borders Council £1,735,237. These figures required to be finalised subject to tender checking and grant offer from Scottish Government. In response to concerns raised by Councillor Turnbull regarding the specification for the scheme it was agreed to add a further recommendation to keep this matter under review to ensure best value.

DECISION

AGREED to:-

- (a) approve the contribution of up to £1,735,237 grant funding from the Council's Affordable Housing Investment Budget to Trust Housing Association to enable the commencement of development of the extra care housing development at Todlaw, Duns;**
- (b) delegate authority to the Chief Financial Officer to liaise with Trust Housing Association to agree arrangements to make payment to dovetail with project spend profile requirements; and**
- (c) request that officers keep the specification for future extra care developments under review to ensure the maximisation of best value.**

6. ANNUAL PROCUREMENT REPORT

There had been circulated copies of a report by the Chief Financial Officer presenting the first Annual Procurement Report (APR), as required by the Procurement Reform (Scotland) Act 2014. A copy of the APR for the period 1st January 2017 – 31st March 2018, developed in the format required by Scottish Government guidance, was attached to this report as Appendix 1. The report explained that organisations required to prepare a procurement strategy must also publish an annual procurement report. These documents were now part of the reporting landscape for public sector organisations to support increased transparency and visibility of public expenditure, and to embed sustainable procurement into public sector procurement. The purpose is to demonstrate to stakeholders that procurement spend was being used to best effect to achieve better public services, social, economic and environmental outcomes in the area and a range of local and national policies. The key ambition of the Procurement Strategy was to support the Borders local market and economy. During the 2017/18, and through delivering on the strategic objectives, the level of local spend had increased by 2.9% with 44.3% (£69.7m) of the overall Council spend with third parties (£157.4m) being with businesses operating in the geographical boundaries of the Scottish Borders. Following approval the report had to be submitted to the Scottish Government and, as a minimum, published on the internet. Members welcomed the report which provided better transparency.

DECISION

AGREED to approve the Annual Procurement Report 2017/18, as contained in the appendix to the report.

7 COMMUNITY GRANT SCHEME – GENERIC BUDGET 2018/19

There had been circulated copies of a report by the Service Director Customer and Communities recommending approval of an application for funding from the Community Grant Scheme (CGS) generic budget. Home Basics (Tweeddale) Co Ltd was a charitable company limited by guarantee, under the Companies Act 2006, and a recognised charity in Scotland. The project collected furniture and household items which could be reused and sold them on, at very low prices, to people that were disadvantaged and lived in the Scottish Borders. The re-use service reduced the number of items going to landfill. The organisation provided volunteering opportunities for people to gain work experience, use their skills and experience to give something back to the community, or to get out and meet people and reduce social isolation. The request was for a contribution of £5,000 towards the overall project cost of £27,843 for the purchase of a replacement van for collections/deliveries across the Scottish Borders. The application was being submitted to the generic fund as the work of the charity benefited communities across the Scottish Borders.

DECISION

AGREED to approve a grant of £5,000 to Home Basics (Tweeddale) Co Ltd on the condition that the remaining funds were in place.

8. BROADBAND IMPROVEMENTS REVIEW

There had been circulated copies of a report by the Executive Director (R. Dickson) proposing that the Audit and Scrutiny Committee undertakes a review of the progress made in delivering improved broadband services in the Scottish Borders by the Digital Scotland Superfast Broadband programme. The report explained that improved digital connectivity was critical to the economic development and competitiveness of the Scottish Borders. Scottish Borders Council had contributed significantly to the roll-out of the Scottish Government's Digital Scotland Superfast Broadband (DSSB) programme, spending £8.4M over two years to help extend the roll-out as far as possible in the Scottish Borders. The Council's Administration had identified digital connectivity as a key priority in its 'Connected Borders' plan. The DSSB Programme had now completed its main contract and the Scottish Government would be providing a final report on what the Programme had delivered for the Scottish Borders. This was an opportune time for the Council to consider how effective the delivery of the DSSB Programme had been in the Scottish Borders, and to consider whether the Council's investment had delivered the outcomes and value for money expected. Any lessons learnt that could be identified could be usefully highlighted to the Scottish Government as they commenced preparations for the successor programme to DSSB (R100) which aimed to connect 100% of premises across Scotland to superfast broadband. It was proposed that this review would be appropriately taken forward by the Audit and Scrutiny Committee.

DECISION

AGREED:-

- (a) to ask the Audit and Scrutiny Committee to undertake a review of the progress made in delivering improved broadband services in the Scottish Borders by the Digital Scotland Superfast Broadband Programme;**
- (b) the scope of the review as set out in section 5.1 of the report; and**
- (c) to ask the Audit and Scrutiny Committee to report its review findings at Executive on 4 December 2018.**

The meeting concluded at 11.20 a.m.

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OUR PLAN AND YOUR PART IN IT: SBC's CORPORATE PERFORMANCE AND IMPROVEMENT REPORT (QUARTER 1 2018/19)

**Report by Chief Executive
EXECUTIVE COMMITTEE**

04 September 2018

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high level summary of Scottish Borders Council's performance during Quarter 1 2018/19, with details contained within Appendices 1 and 2. This report also now includes reporting on the progress of change and improvement projects across SBC, replacing what was the separate Corporate Transformation report. The report also covers Live Borders performance for Q3 and 4 of 2017/18, which is presented at Appendix 3.**
- 1.2 SBC approved a revised Corporate Plan ([Our Plan and Your Part in it 2018-2023](#)) in February 2018, with four corporate themes. In order to monitor progress against the four themes, a review of performance and context information will be undertaken quarterly and presented to Executive Committee. Quarter 1 2018/19 is the first performance report in the revised format, and reflects the new Performance Management Framework (for approval at Council 30th August 2018).
- 1.3 Section 4 sets out the new reporting basis and also includes a summary of any additions or changes to SBC performance indicators, followed by a high level summary of performance in Section 5.
- 1.4 To reflect the significant investment made the SBC during 2018/19, an overview of the work and impact of Police Scotland's Community Action Team is provided at Section 6 and within Appendix 2.
- 1.5 Instead of a separate Transformation report, a summary of business change programmes and projects has been provided in Section 7.
- 1.6 Section 8 and Appendix 3 of this report present summaries of performance during 2017/18 for Live Borders (who have delivered sport and cultural services as part of an integrated trust since April 2016).
- 1.7 All information contained within this report and appendices is also made available on the SBC website using the public facing part of SBC's Performance Management software (Pentana). This can be accessed at www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes any changes to performance (and context) indicators outlined in Section 4 of this report;**
- (b) Notes that this is the first report in the refreshed format, aligned to the new Corporate Plan and revised Performance Management Framework;**
- (c) Notes that separate Transformation reporting will be discontinued, with reporting of Change and Improvement project progress now included within this quarterly Performance report;**
- (d) Acknowledges and notes the performance summarised in this report for SBC and Live Borders and detailed within Appendices 1, 2 and 3, and the action that is being taken within services to improve or maintain performance.**

3 BACKGROUND TO SBC PERFORMANCE REPORTING

3.1 SBC approved a revised Corporate Plan in February 2018 (Our Plan and Your Part in it 2018-2023). Against a continued challenging external context, the Plan presented how Scottish Borders Council will focus Services for our communities, set across four corporate themes:

- Our Services For You
- Independent, Achieving People
- A Thriving Economy, With Opportunities For Everyone
- Empowered, Vibrant Communities

3.2 In order to ensure that corporate themes are addressed effectively, SBCs Performance Management Framework (PMF) was updated and presented to Council on 30th August 2018. This revised PMF set out how SBC would strengthen its performance management across both SBC Services and Commissioned services.

3.3 **Appendix 1** is structured using the format proposed to Council Executive in the revised PMF (30 August 2018) using the 4 corporate plan themes. It is designed to provide various "layers" of information for members and is structured as follows:

- The first 3 pages provide highlights of performance from Q1 17/18, and information on key programmes & projects that will impact on performance over time;
- Pages 4-7 provide infographic summaries for each of the 4 corporate themes;
- Page 8 onwards provides detail of performance by indicator; along with officer commentary should members require detail.

4 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

4.1 Indicators are now based around the four corporate themes (rather than the 8 Corporate Priorities which were relevant under the previous SBC Corporate Plan). As set out in the revised Performance Management Framework, reporting will now distinguish between Performance Indicators and Context Indicators:

- **Performance Indicators** reflect service delivery and quality, impact or speed of service where SBC has direct influence e.g. Planning processing times, School Attendance;
- **Context Indicators** show the context within which SBC is operating or where SBC has indirect influence e.g. Number of crimes, Employment rate.

4.2 The PIs used by each service area are continuing to evolve, and will be refined to reflect policy, service and technological changes on an ongoing basis.

- (a) Performance Indicators for the time taken in days to process new claims and changes for Housing Benefit and Council Tax reduction, are now included within the theme "*Ours Services For You*";

- (b) The annual PIs for school exam awards have been added under "*Independent Achieving People*".
 - S4 pupils with 5 or more awards at Level 5 (National 5) or better
 - S5 pupils with 5 or more awards at Level 6 (Higher) or better
 - S6 pupils with 5 or more awards at Level 6 (Higher) or better
- (c) Under "*Independent Achieving People*", a performance indicator has been added covering:
 - Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population
- (d) Within "*Independent Achieving People*", indicators relating to Employment Support opportunities are being refreshed. Going forward there will be a stronger focus on reporting Modern Apprenticeship (MA) numbers. Total Work Opportunities, Employability Fund Placements and Student Placements figures have been removed and the following PIs will be reported:
 - Current SBC Modern Apprentice numbers – at quarter end
 - New Modern Apprentices employed this year
 - Modern Apprentices securing employment with SBC after MA
- (e) New Indicators covering Asset Transfers and Participation Requests have been added under "*Empowered Vibrant Communities*". Each includes details of requests received, agreed and refused.

4.3 In order to improve the coverage of indicators across council services, it is planned to continue to add new indicators where appropriate and where availability of data allows. Discussions are ongoing with services.

5 **CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES**

5.1 **Performance measures – summary of key successes**

- (a) The Community Recycling Centres (CRCs) recycling rate has continued its trend of steadily increasing, reaching 58.67% in Q1 2018/19.
- (b) Average times to respond to complaints in Q1 were within the target number of days for all 3 stages (frontline, investigation, escalated). However, in absolute terms, just 78.6% of stage one (frontline) complaints were completed within timescale and 80.6% at stage two (investigation). 100% of escalated complaints were completed within timescale.
- (c) 91% of FOIs were responded to on time in Q1. However in the month of June the figure reached 97%, with just 3 responses in the month being out-with the statutory timescale.
- (d) The 2018 school exam results have shown good progress being made across a number of key measures. The number of S4 pupils achieving 5 or more awards at Level 5 (National 5) or better rose to 41.48%, a 1.5 percentage point increase this year. The number of S5 pupils achieving 5 or more awards at Level 6 (Higher) or better, reduced to

16.25%, a reduction of 1.8 percentage points. The number of S6 pupils achieving 5 or more awards at Level 6 (Higher) or better rose to 35.01%, an increase of 1.48 percentage points.

- (e) The % of invoices paid within 30 days rose to 85% in Q1, having reached 89% in June. This represents a significant recovery from the reduced rates seen in recent quarters.
- (f) During Q1 one participation request was received and an outcome improvement process put in place (2 other requests requiring validation). Participation Requests, Part 3 of the Community Empowerment (Scotland) Act 2015, came in to force on 1 April 2017 giving community groups the right to request to be involved in a process to improve the outcome of a service delivered by the Council.

5.2 Performance measures – summary of challenges

- (a) Overall energy consumption (for SBCs 26 key sites) has increased by 2.2% with an overall cost increase of 9.3%. Electricity consumption rose by 2.5% with cost increasing by 8.7%.
Gas consumption increased by 1.9% with cost increasing by 11.6% (decrease of 1.3% in consumption when adjusting for colder weather this year).
- (b) The number of referrals received by the Financial Inclusion team in quarter 1 at 354, was lower than 600 in quarter 1 of 2017/18, but in line with the average of the last 2 quarters. Referrals are now being more effectively assessed and where appropriate immediately directed to Council or external assistance, in some cases removing the need for Financial Inclusion Team involvement whilst improving service. Monetary Gain for quarter 1 was £907k and, whilst lower than the £2,796k in quarter 1 2017/18, it should be noted that the value of monetary gain is not assessed until after the case closes and consequently the figure is likely to continue to change as cases for quarter 1 are completed.
- (c) School attendance in Q1 (April to June) was typically impacted in advance of the summer break. Secondary school attendance reduced to 90.56% in the quarter (dipping to 86.85% in June), below the 92% target. However, Primary school attendance was stronger at 95.04% for the quarter, slightly above the 95% target (but dipping to 93.82% in June).
- (d) Secondary school exclusions were higher in Q1 at 56. This is higher than the 40 seen in the previous quarter and an increase on the 30 seen in Q1 2017/18. Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level. The 2017-18 school year saw secondary school exclusion incidents reduce to 201, from 228 in the previous school year.
- (e) Whilst the majority of Looked After Children in the Scottish Borders are in family based placements (83%), the % of Looked After Children (aged 12+) in family based placements has continued to reduce, reaching 70% in Q1. We continue to look to further expand our network of foster carers and use kinship carers to increase the number of children placed within family settings.

6 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

- 6.1 There were 891 recorded group 1-5 crimes and offences in Quarter 1, a 5.4% decrease on the previous year. SBC is investing £282k during 2018/19 in a Community Action Team (CAT), working closely with Police Scotland to respond to local issues and concerns. An infographic summary is provided at **Appendix 2**. During Quarter 1 the CAT has:
- issued 219 parking tickets in various towns;
 - carried out 76.5 hours of High Visibility foot patrols and 108.5 hours of mobile patrols;
 - carried out 69 Person Drug searches (35% positive) and 16 Premises Drug searches (87.5% positive);
 - carried out 40 static road checks and provided education and advice to motorists;
 - issued 9 Road Traffic Fixed Penalties;
 - provided patrols at local events and festivals, dealing robustly with antisocial issues including carrying out seizures of alcohol from young people.
- 6.2 Examples of "Tasking" in Q1 included:
- Tackling vandalism at a number of primary schools in Berwickshire and Eildon through a Patrols and in one case CCTV installation;
 - Addressing illegal parking in specific Cheviot locations leading to the issuing of numerous tickets
 - Dealing with issues of antisocial behaviour and discarded needles in Eildon;
 - Antisocial behaviour and driving in Teviot, with patrols to tackle this;
 - High value cycle thefts in Tweeddale and the issue of pavement cycling.
- 6.3 Tackling dog fouling is part of the Council and Police Scotland's wider initiatives to tackle Anti-social Behaviour. There has been a marked decrease in complaints and incidents recorded over the last quarter in relation to dog fouling and may be partly attributable to the increase of uniformed patrols (through the CAT) in some key areas, including Gala Park where there had previously been problems. Going forward, the CAT tasking team will continue to monitor this at monthly meetings, with appropriate tasking as required to respond to concentrations of reporting in relation to dog fouling.

7 CHANGE & IMPROVEMENT PROJECTS - UPDATE

- 7.1 Achievement of SBC's aspirations under the 4 Corporate Plan themes and improvements in performance e.g. around customer response times, energy consumption, school attainment etc. will be impacted positively by a range of change and improvement projects that are either in development or well under way.
- 7.2 At previous Executive meetings, a separate "Corporate Transformation" report was presented. However, the new Performance Management Framework proposed a merging of the 2 reports and using the 4 corporate plan themes, should allow Elected Members to see the progress being made.

A selection, under the first 2 themes, has been presented below (and in Appendix 1) and the intention is to focus on one or two corporate themes each quarter, providing more details and where possible, metrics, in a separate infographic summary:

(a) **Our Services For You**

Business World – development of the new system continues and a number of new developments have gone live over the past quarter. This implementation is a major change to the way we operate, affecting the entire business. This project continues to be a catalyst for extensive changes and efficiencies within our back-office services.

Digital Customer Access Programme – work continues with CGI to develop our online services, ensuring that our requirements to best meet the needs of customers are met efficiently and effectively. We have undertaken a robust options appraisal/vendor selection process during the first quarter of 18/19 and we expect to shortly select a supplier for the underlying technology. Any solution will enable us to develop and manage digital transactions as we modernise the way we work, whilst ensuring we continue to deliver high-quality and improved services. This programme will be critical in enabling services and information to be accessible over the web on an anytime anywhere basis and to enable flexibility and efficiencies.

Office 365 - we have made good progress in preparations for our migration to Office 365, which will be rolled out in 2018. This will enable greater opportunities for flexibility and efficiency in how we work.

Business Travel - A trial fleet of 15 pool cars was introduced in July last year. Monitoring to date shows that use of the fleet is much higher than expected (vehicles were originally predicted to achieve between 8,000 to 10,000 miles per annum and are on target for 13,300 miles) and that, in the first 5 full months that the fleet has been operational (Aug – Dec17), the overall number of recorded business miles travelled (by pool car or by private mileage claimed) has fallen by 26%, from 355,245 to 262,508 miles. Proposals are now being developed to expand the fleet at HQ and in the localities. The proposals will also explore options for sharing the pool with partner organisations and making the cars available to the public as part of a car club scheme.

Schools Janitorial Review – As part of Corporate Landlord model implementation, the Schools Janitorial review has completed. This is the start of bringing Facilities Management (FM) services under one umbrella enabling a more flexible, co-ordinated and efficient approach to FM across the whole Estate.

Property Rationalisation - A 5-year Property Management Framework and Asset Rationalisation Strategy is being drafted. This will identify proposals to reduce the size of the Council's estate taking into consideration collective service requirements in our main settlements and localities and then establishing what our requirements for property are and how they can be met. Engagement with partners and communities (of interest and geography) will be

Central to the development and delivery of the strategy. An early draft of the strategy will help inform the capital and financial planning process from autumn 2018.

Energy Efficiency - In 17/18 EEP has delivered another round of LED upgrades at 22 sites and boiler insulation improvements at a further 20 sites. Installation at 12 sites of photovoltaic energy capture systems (PV) is also in progress. Scottish Procurement have developed a framework to facilitate the implementation of Non Domestic Energy Efficiency (NDEE) to the Scottish public sector, SBC have developed and procured an NDEE project during 17/18 which is now at the design stage with E.ON Energy. The NDEE programme of works include an array of energy efficiency improvements across the SBC estate including biomass, solar thermal, combined heat and power (CHP), selective lighting to LED, boiler replacement, PV, glazing and energy controls.

(b) **Independent, Achieving People**

Online Parents Evening Booking – a new booking system has been delivered which has greatly simplified the parents evening process for parents and staff.

School Estate Review - A proposal to close St. Margaret’s Roman Catholic Primary School in Hawick was agreed at Council on 26th April 2018. Following this decision, a period of 3 weeks is allowed for the public to make any final representations to Scottish Government. Another 5 weeks is then allowed for Scottish Government to review the proposal, and it is only once this elapses that the Council can implement the closure decision.

A **Secondary Schools Review** Report for Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School was also presented to Council on 26th April 2018. This report provided Elected Members with an update on:

- The assessment process undertaken regarding the condition, suitability and capacity of each school
- The engagement process undertaken by Council Officers to ascertain views on the future vision for learning provision in each area
- The recommendation to create individual strategic plans regarding the future of each school.

Work will commence to develop a bespoke strategy for the review of Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School with a plan to present an update report to Council in October 2018.

Early Years - Work has continued to plan the strategic approach to the delivery of 1140 hours funded Early Learning and Childcare (ELC) for all three and four year olds and eligible two year olds in communities across the Scottish Borders by 2020/21.

Planning for Phase 3 of the expansion (which comes into effect from August 2018) has continued in this period. The settings identified are Yetholm, Coldingham, Walkerburn, Chirnside and Trinity and preparations to ensure their readiness are underway, including

consideration of staffing levels and other practical arrangements.

Dementia - £4.8m capital, including funding for a feasibility study in the current financial year has been included in the Council's capital programme. Feasibility work will identify options and recommendations for the future provision of service – for example, a multi-functional unit incorporating residential dementia care.

Hospital to Home - Hospital to Home aims to support the easing of pressures within the hospital. The project involves a re-ablement approach with the aim of maximising the early rehabilitation potential of the person during early weeks of care. Its aim is to promote their self-confidence and skills so that they can continue to live independently at home. A test of change project was initiated in Berwickshire in January 2018 and has since been rolled out to the Teviot locality.

Integration Joint Board(IJB) Strategic Plan - A new Strategic Plan has been drafted for 2018/21 along with an associated financial plan. The statutory annual performance report on the delivery of the first IJB Strategic Plan has also been drafted. These documents will be presented to the June IJB prior to publication.

8 LIVE BORDERS Performance Q3 and 4 2017/18

- 8.1 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being met. Within this Framework, a set of performance measures were proposed, under each outcome, which is currently being refined and developed, aligned to Live Borders new Strategy (Aug 2018).
- 8.2 **Appendix 3** presents a range of high level measures for the Integrated Trust, covering various aspects of sport and culture participation, financial performance for 2017/18*, and presents case studies demonstrating impact of the Trust's work over the last year under each of the 6 outcomes defined within the Service Provision Agreement between SBC and Live Borders (*note, there is a quarter lag in reporting due to Live Borders Board timings). It also includes information on complaints performance.
- 8.3 Sport participant numbers for 2017/18 are slightly behind last year (1.134m against 1.164m last year). Pool admissions are also slightly down, but admissions to other facilities have shown an increase, from 439k last year to 461k this year. The reduction in pool admissions is due to pool closures for maintenance and improvement works during the year. "Dryside" activities within the sports sites continue to perform positively with "Active" membership showing growth from prior year. Four gyms are due to be refreshed during summer 2018 which should further enhance membership growth for the final half of 2018/19.
- 8.4 The reduction in the number of culture visits during 17/18 (from 729k in 16/17 to 690k in 17/18) is in part a result of no longer recording the number of Heritage Hub web visits (2.5k) and changes in the ground floor layout allowing staff direct access along with a recalibration of the counters at Tower Mill (8k). In general, the poor weather in January and February has affected Library visitor numbers.

- 8.5 In terms of financial performance, a surplus of £17k was reported for the year (£27k behind budget), which will be invested back into the business. With a number of one-off staff costs previously reported and delayed implementation of the income generating capital works at Teviotdale Leisure Centre, this is positive position.
- 8.6 The information provided in **Appendices 1, 2 and 3** can also be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council . 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 to evidence how it fulfils its legal duty to provide best value to people.

9 IMPLICATIONS

9.1 Financial

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

9.2 Risk and Mitigations

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

9.3 Equalities

There are no adverse equality/diversity implications. Performance reporting may help the Council to identify and address any equality / diversity issues and improve processes and procedures.

9.4 Acting Sustainably

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

9.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained in this report.

9.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

9.7 Changes to Scheme of Administration or Scheme of Delegation

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

10 CONSULTATION

- 10.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.
- 10.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Tracey Logan
Chief Executive

Signature

Author(s)

Name	Designation and Contact Number
Sarah Watters	Policy, Performance and Planning Tel: 01835 826542

Background Papers: Revised Performance Management Framework

Previous Minute Reference: Scottish Borders Council Executive Committee 19th June 2018; Scottish Borders Council 30th August

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

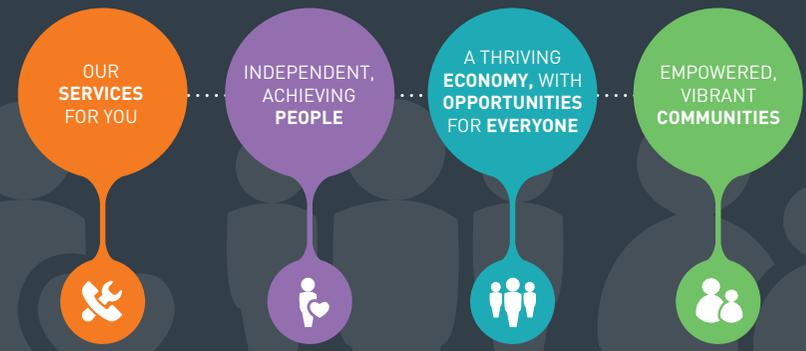
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Appendix 1a
Executive Performance Report
2018/19: Quarter 1

Highlights

OUR PLAN for 2018-2023 and your part in it

HIGHLIGHTS DURING QUARTER 1 APRIL to JUNE 2018



COMMUNITY ACTION TEAM

A new community action policing team has been launched in the Borders, aiming to tackle local issues across the area. With an investment of £282,000 from Scottish Borders Council, the team has been operational since 1st April 2018 and will provide a dedicated community resource which will specifically target issues such as anti-social behaviour and on-street parking.

In its first 3 months, the team has tackled a range of locally established priorities including school vandalism, illegal parking, anti-social behaviour and drug related issues. More than 75 hours of hi-visibility foot patrol has been undertaken which has been very well received by local residents, business owners and visitors to the Borders. In addition over 100 hours of mobile patrols have taken place. More detail on the work of the Community Action Team can be found later in this report.

MATCHING UNIT

The Matching Unit is a small administrative team created to match a care service to the assessed needs of the client. It was set up in April 2017 and has focussed on care at home. In the first quarter of 2018/19 alone, the unit sourced 472 home care packages and Care Managers report spending less than half the time they previously did on administrative tasks associated with sourcing care for clients. The service is currently expanding to include District Nurse care at home requests and has potential to include other client types such as direct payment and Mental Health.

DISCHARGE TO ASSESS

In late 2017 the Integration Joint Board issued directions for a new Discharge to Assess Policy. The first stage of this involved two pilot projects; Crawwood and Hospital to Home. Crawwood is a short term facility based in Tweedbank where a person can be admitted to better understand their strengths and ongoing needs for rehabilitation and support. Hospital to Home is a reablement approach which aims to maximise the potential of a person during the early weeks of care at home. The service supports discharges from hospital, people who have recently had a period of ill health and anyone requiring end of life care.

EXAM RESULTS EVIDENCE OF SUSTAINED HIGH STANDARDS ACROSS BORDERS SCHOOLS

The 2018 exam results showed that young people are continuing to benefit from high quality educational opportunities across the region with the results showing a picture of consistent achievement compared with previous years.

There has been a particularly positive trend in literacy and numeracy with more young people than ever attaining success. In S4, 98% achieved a literacy award, 97% achieved a National 5 English award, 92% achieved a numeracy award and 86.3% achieved a National 5 award in Maths.

The table to the right shows the achievement of Borders pupils at the end of S4, S5 and S6. Achievement at S4 and S6 have both shown an increase since last year locally and although achievement at S5 has shown a slight decrease since last year (from 18.05% to 16.25%), this is in line with trends seen nationally this year for S5 pupils.

The S6 results demonstrate that many pupils are leaving school with an excellent range of qualifications at Higher level or above, equipping them for the future.

Scottish Borders has remained in the top quartile nationally for Positive Destinations, and well above the Scottish average, with 95.3% of pupils achieving a positive and sustained destination.



EXAM RESULTS 2017/18

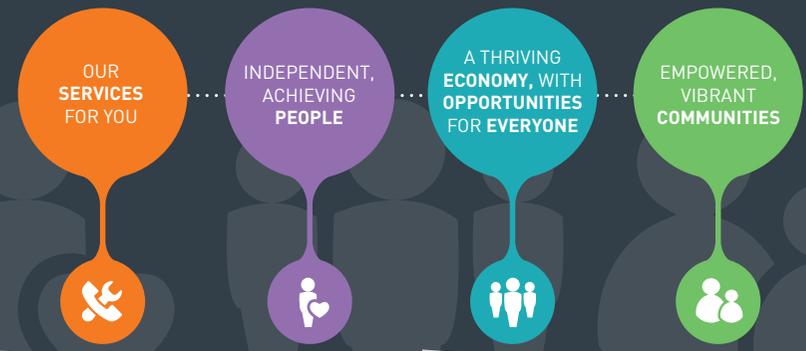
SCHOOL YEAR	S4 PUPIL ATTAINMENT	S5 PUPIL ATTAINMENT	S6 PUPIL ATTAINMENT
	ACHIEVED 5+ SCQF LEVEL 5 (NATIONAL 5) OR ABOVE	ACHIEVED 5+ SCQF LEVEL 6 (HIGHER) OR ABOVE	ACHIEVED 5+ SCQF LEVEL 6 (HIGHER) OR ABOVE
2017/18	41.48%	16.25%	35.01%
2016/17	39.98%	18.05%	33.53%

PASS RATES 2017/18

NATIONAL 5	HIGHER	ADVANCED HIGHER
SB = 76.6%	SB = 74.8%	SB = 80.6%
Scotland = 77.4%	Scotland = 76.8%	Scotland = 80.5%

CHANGE AND IMPROVEMENT

HIGHLIGHTS DURING QUARTER 1 APRIL to JUNE 2018
Programmes & projects that will impact on performance



Page 23

- PLANNING PERMISSION PROCESSING** 
- CUSTOMER ADVICE AND SUPPORT** 
- SCOTTISH BORDERS COUNCIL ENERGY USE** 
- WASTE RECYCLING** 
- COMPLAINTS TO SCOTTISH BORDERS COUNCIL** 

DIGITAL CUSTOMER ACCESS
Work continues with CGI to develop online services ensuring customer needs are met efficiently and effectively. We have undertaken a robust options appraisal/vendor selection process and expect to shortly select a supplier for the underlying technology. Any solution will enable us to develop and manage digital transactions as we modernise the way we work, enabling services and information to be accessible over the web on an anytime anywhere basis.

ENERGY EFFICIENCY
Installation of photovoltaic energy capture systems (PV) at 12 sites is in progress. SBC also has a Non Domestic Energy Efficiency (NDEE) project at design stage with E.ON Energy. This includes an array of energy efficiency improvements including biomass, solar thermal, combined heat and power (CHP), selective lighting to LED, boiler replacement, PV, glazing and energy controls.

BUSINESS TRAVEL
A trial fleet of 15 pool cars was introduced in July last year. Monitoring shows that use of the fleet is much higher than expected with overall business miles travelled significantly reduced. Proposals are now being developed to expand the fleet and explore options for sharing with partner organisations and the public as part of a car club scheme.

DEMENTIA CARE
£4.8m capital, including funding for a feasibility study in the current financial year has been included in the Council's capital programme. Feasibility work will identify options and recommendations for the future provision of service – for example, a multi-functional unit incorporating residential dementia care.

SECONDARY SCHOOLS REVIEW
Elected Members have been provided with a Review Report for secondary schools in Galashiels, Hawick, Peebles and Selkirk. This detailed the assessment process, engagement undertaken on future vision for learning provision and the recommendation to create individual strategic plans for the future of each school. A bespoke strategy for the review of the schools will now be developed.

EARLY YEARS
Planning continues on the delivery of 1140 hours funded Early Learning and Childcare (ELC) for all 3 and 4 year olds and eligible 2 year olds in communities across the region by 2020/21. Phase 3 of the expansion commences August 2018 with identified settings being Yetholm, Coldingham, Walkerburn, Chirnside and Trinity. Preparations to ensure readiness are underway.

- SCHOOLS** 
- LOOKED AFTER CHILDREN** 
- DELAYED DISCHARGES FROM HOSPITAL** 
- SOCIAL CARE** 
- MEDIATION SERVICE** 



OUR SERVICES FOR YOU

OUR PERFORMANCE DURING Q1 APRIL to JUNE 2018

PLANNING PERMISSION PROCESSING TIMES

13.7 weeks – average time to process **Major Developments** 

Q4 2016/17 0.0 Weeks

7.2 weeks – average time to process **Local Developments – Non Householder**

Q4 2016/17 7.9 Weeks

6.8 weeks – average time to process **Local Developments – Householder**

Q4 2016/17 6.6 Weeks

WASTE RECYCLING

39.52% annual household waste **recycling rate** 

Q1 2017 38.74%

60.13% annual household waste **landfill rate**

Q1 2017 60.97%

0.35% annual household waste **other treatment rate**

Q1 2017 0.29%

58.67% average Community Recycling Centre (CRC) **recycling rate**

Q1 2017 56.11%

CUSTOMER ADVICE AND SUPPORT

WELFARE BENEFITS

354 people referred to **Welfare Benefits**, generating a monetary gain of **£0.907m**

Q1 2017/18 600 referrals, gain £2.796m

HOUSING BENEFIT & COUNCIL TAX REDUCTION

26.70 average days to process **new claims**

Q1 2017/18 New claims 29.11 days

6.91 average days to process **changes**

Q1 2017/18 Changes 8.22 days

CUSTOMER TELEPHONE CALLS

24,162 voice interactions logged through **CRM system** by **Customer Services**

Q1 2017/18 26,413

COUNCIL TAX COLLECTION

31.6% collected in year

Q1 2017/18 31.98%

FREEDOM OF INFORMATION REQUESTS

91% completed on time

Q1 2017/18 94%

SCOTTISH BORDERS COUNCIL ENERGY USE (26 KEY SITES)

1,735,783 kwh electricity consumption at a cost of **£0.226m** 

Q1 2017/18 1,693,507 kwh, cost £0.208m

1,975,893 kwh gas consumption at a cost of **£0.060m** 

Q1 2017/18 1,939,963 kwh, cost £0.053m

COMPLAINTS TO SCOTTISH BORDERS COUNCIL

STAGE ONE COMPLAINTS

4.2 days to respond at **stage one**
78.6% completed within **5 working days**

Q1 2017/18 days 3.5, within 5 days 88.6%

STAGE TWO COMPLAINTS

17.3 days to respond at **stage two**
80.6% completed within **20 working days**

Q1 2017/18 days 19.2, within 20 days 57.5%

ESCALATED COMPLAINTS

12.2 days to respond
100% completed within **20 working days**

Q1 2017/18 days 14.6, within 20 days 62.5%

CONTEXT INDICATORS UPDATE INDEPENDENT, ACHIEVING PEOPLE

INDICATOR	THIS PERIOD	LAST PERIOD	CHANGE
Planning Applications	354	312	↑
Face to Face Interactions (CRM) by Customer Services	15,245	15,207	↑
Total logged customer contact with SBC	42,257	43,118	↓
Killed on Borders Roads	2	3	↓
Seriously injured on Borders Roads	10	20	↓
Capital Receipts Cumulative **	£113.9k	-	n/a
Properties surplus	25	21	↑
Properties marketed	8	7	↑
Properties under offer	8	7	↑
Complaints Closed	226	159	↑
FOIs requests received	352	343	↑
Facebook Engagements	59.4k	235.8k	↓
Twitter Engagements	11.7k	83.7k	↓

KEY # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)





INDEPENDENT, ACHIEVING PEOPLE

OUR PERFORMANCE DURING Q1 APRIL to JUNE 2018

SCHOOL ATTENDANCE

95.04%
primary school attendance 

Q1 2017/18 95.08%

90.56%
secondary school attendance

Q1 2017/18 91.2%

92.8%
overall school attendance

Q1 2017/18 93.1%

SCHOOL EXCLUSIONS

8
primary school exclusions 

Q1 2017/18 12

56
secondary school exclusions

Q1 2017/18 30

64
overall school exclusions

Q1 2017/18 42

SOCIAL CARE

78%
adults over 65 receiving care at home 

Q1 2017/18 77%

SELF DIRECTED SUPPORT

79.9%
of clients using self directed support approach

Q1 2017/18 66.0%

NEW SERVICE USERS

91%
receiving a service within 6 weeks

Q1 2017/18 100%

DELAYED DISCHARGES FROM HOSPITAL

190#
bed days associated with delayed discharges in residents aged 75+ (rate per 1000 population)

LOOKED AFTER CHILDREN

70%
aged 12+ in family based placements 

Q1 2017/18 74%

83%
all ages in family based placements

Q1 2017/18 85%

MEDIATION SERVICE

47.2%# of cases showing agreement or improvement after mediation

Q4 2016/17 67%



CONTEXT INDICATORS UPDATE INDEPENDENT, ACHIEVING PEOPLE

INDICATOR	THIS PERIOD	LAST	CHANGE
Schools/Nurseries inspections	1	1	-
Adult self-directed care per 1,000 pop	20.16	19.15	↑
Adult protection - Concerns	96	75	↑
Adult protection - Investigations	44	32	↑
Looked After Children	213	224	↓
Inter-agency Referral Discussions - child	170	159	↑
Child Protection Register	43	42	↑
Reported incidents of domestic abuse **	270	-	n/a
Referrals To Domestic Abuse Services **	184	-	n/a
ASB Incidents **	3,957	-	n/a
ASB Early Interventions *	226	-	n/a
Monitored for ASB **	416	-	n/a
Referrals to mediation **	n/a	-	n/a
Group 1-5 recorded crimes and offences **	891	-	n/a
Number of Current Modern Apprentices	39	30	↑
New Modern Apprentices employed this year	13	-	n/a
Modern Apprentices securing employment with SBC after MA	0	-	n/a

KEY # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)



A THRIVING ECONOMY, WITH OPPORTUNITIES FOR EVERYONE

OUR PERFORMANCE DURING Q1 APRIL to JUNE 2018

SUPPLIER INVOICES

85%
paid within 30 days



Q1 2017/18 66%

HELPING BUSINESSES

BUSINESS GATEWAY

62
new businesses supported



Q1 2017/18 57

367
businesses supported

Q1 2017/18 286



OCCUPANCY OF SCOTTISH BORDERS COUNCIL PROPERTIES

88.1%
industrial & commercial units occupied



Q1 2017/18 87.3%

CAPITAL PROJECTS PROGRESS

19
Green status

2
Amber status

0
Red status




No direct prior year comparison

CONTEXT INDICATORS UPDATE INDEPENDENT, ACHIEVING PEOPLE

INDICATOR	THIS PERIOD	LAST PERIOD	CHANGE
16 - 64 Employment rate #	74.1%	74.5%	↓
16 - 64 Claimant Count	1.63%	1.63%	-
18 - 24 Claimant Count	3.47%	3.43%	↑
SB Business Loan Fund - loans	0	3	↓
SB Business Loan Fund - loans £	0	£41.1k	↓
SB Business Fund - grants	5	7	↓
SB Business Fund - grants £	£13.1k	£24.4k	↓

KEY # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

Page 26
GREEN Better than last quarter | AMBER Worse than last quarter

For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk
Correct at time of publication: 28 August 2018. # Performance indicators with a quarter lag in data.





EMPOWERED VIBRANT COMMUNITIES

OUR PERFORMANCE DURING Q1 APRIL to JUNE 2018

COMMUNITY RESILIENCE – SB ALERT REGISTRATIONS

5,073
people registered



Q1 2017/18 4,402

SCOTTISH BORDERS COUNCIL COMMUNITY ACTION TEAM (WITH POLICE SCOTLAND)

76.5
hours of High Visibility foot patrols



108.5
hours of mobile patrols



219
parking tickets issued



69
person Drug searches (35% positive) and



16
premises Drug searches (87.5% positive)



40
static road checks



9
Road Traffic Fixed Penalties



COMMUNITY EMPOWERMENT AND ENGAGEMENT

PARTICIPATION REQUESTS

3
participation requests **Received**

Q1 2017/18 0

1
participation requests **Agreed**

Q1 2017/18 0

0
participation requests **Refused**

Q1 2017/18 0

ASSET TRANSFER REQUESTS

0
asset transfer requests **Received**

Q1 2017/18 1

0
asset transfer requests **Agreed**

Q1 2017/18 0

0
asset transfer requests **Refused**

Q1 2017/18 1

CONTEXT INDICATORS UPDATE INDEPENDENT, ACHIEVING PEOPLE

INDICATOR	THIS PERIOD	LAST PERIOD	CHANGE
Active community resilience plans	41	42	↓
Progressing community resilience plans	11	12	↓
Community Grant - grants	13	10	↑
Community Grant - grants £	£49.7k	£17.8k	↑
Community Grant - total project cost £	£111.6k	£71.3k	↑
Volunteer work with SBC	203	213	↓
Quality of Life Fund - £ **	£27.3k	-	n/a
Neighbourhood Small Schemes Fund - £ **	£20.1k	-	n/a

KEY # 1 quarter lag ** Cumulative in year ↑ Increased ↓ Reduced

Context Indicators are indicators where Scottish Borders Council has indirect influence (e.g. crime figures) or can include the context within which the council is operating (e.g. employment rate)

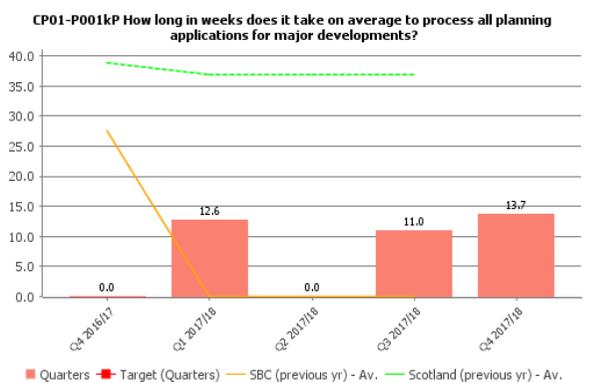
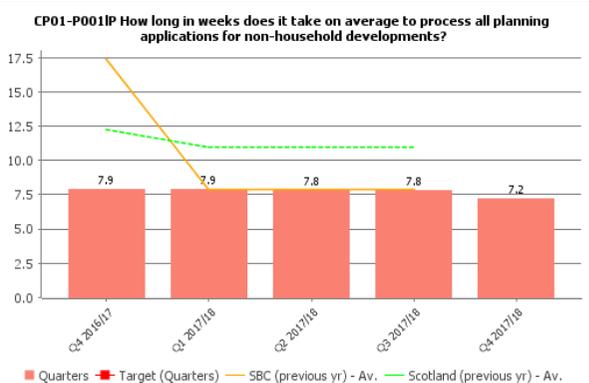
Appendix 1b
Executive Performance Report
2018/19: Quarter 1

Performance Indicators

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

KEY	 Indicator is:	 Indicator is:	 Indicator is:
	<ul style="list-style-type: none"> On target and as forecast, <i>or</i> In line with national trend, <i>or</i> Showing a long term positive trend 	<ul style="list-style-type: none"> Just off target /off forecast, <i>or</i> Showing longer term trends that need to be watched 	<ul style="list-style-type: none"> Off target & not as forecast, <i>or</i> Out of line with national trends, <i>or</i> Showing longer term negative trends

Our Services for You: PERFORMANCE Indicators

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																														
CP01-P001kP Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)	 <p>CP01-P001kP How long in weeks does it take on average to process all planning applications for major developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> <th>Target (wks)</th> <th>Scotland (previous yr) - Av. (wks)</th> <th>SBC (previous yr) - Av. (wks)</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>0.0</td> <td>12.6</td> <td>26.9</td> <td>0.0</td> </tr> <tr> <td>Q1 2017/18</td> <td>12.6</td> <td>12.6</td> <td>26.9</td> <td>0.0</td> </tr> <tr> <td>Q2 2017/18</td> <td>0.0</td> <td>12.6</td> <td>26.9</td> <td>0.0</td> </tr> <tr> <td>Q3 2017/18</td> <td>11.0</td> <td>12.6</td> <td>26.9</td> <td>0.0</td> </tr> <tr> <td>Q4 2017/18</td> <td>13.7</td> <td>12.6</td> <td>26.9</td> <td>0.0</td> </tr> </tbody> </table>	Quarter	Value (wks)	Target (wks)	Scotland (previous yr) - Av. (wks)	SBC (previous yr) - Av. (wks)	Q4 2016/17	0.0	12.6	26.9	0.0	Q1 2017/18	12.6	12.6	26.9	0.0	Q2 2017/18	0.0	12.6	26.9	0.0	Q3 2017/18	11.0	12.6	26.9	0.0	Q4 2017/18	13.7	12.6	26.9	0.0	13.7 (Q4 17/18)	<p>Observations:</p> <p>The Q4 figure shows a slight decrease in performance however, the annual adjusted figure is 12.4 weeks. This is still better than the Scottish average which is 26.9 weeks.</p> <p><i>Note: The timescale for receiving adjusted figures from Scottish Government leads to a 1 quarter lag in reporting. Future provision of adjusted data will be 6 monthly.</i></p>	N/A	Ian Aikman
Quarter	Value (wks)	Target (wks)	Scotland (previous yr) - Av. (wks)	SBC (previous yr) - Av. (wks)																															
Q4 2016/17	0.0	12.6	26.9	0.0																															
Q1 2017/18	12.6	12.6	26.9	0.0																															
Q2 2017/18	0.0	12.6	26.9	0.0																															
Q3 2017/18	11.0	12.6	26.9	0.0																															
Q4 2017/18	13.7	12.6	26.9	0.0																															
CP01-P001IP Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)	 <p>CP01-P001IP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> <th>Target (wks)</th> <th>Scotland (previous yr) - Av. (wks)</th> <th>SBC (previous yr) - Av. (wks)</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>7.9</td> <td>7.9</td> <td>10.7</td> <td>7.9</td> </tr> <tr> <td>Q1 2017/18</td> <td>7.9</td> <td>7.9</td> <td>10.7</td> <td>7.9</td> </tr> <tr> <td>Q2 2017/18</td> <td>7.8</td> <td>7.9</td> <td>10.7</td> <td>7.9</td> </tr> <tr> <td>Q3 2017/18</td> <td>7.8</td> <td>7.9</td> <td>10.7</td> <td>7.9</td> </tr> <tr> <td>Q4 2017/18</td> <td>7.2</td> <td>7.9</td> <td>10.7</td> <td>7.9</td> </tr> </tbody> </table>	Quarter	Value (wks)	Target (wks)	Scotland (previous yr) - Av. (wks)	SBC (previous yr) - Av. (wks)	Q4 2016/17	7.9	7.9	10.7	7.9	Q1 2017/18	7.9	7.9	10.7	7.9	Q2 2017/18	7.8	7.9	10.7	7.9	Q3 2017/18	7.8	7.9	10.7	7.9	Q4 2017/18	7.2	7.9	10.7	7.9	7.2 (Q4 17/18)	<p>Observations:</p> <p>The annual figure for this category is 7.7 weeks which is better than the Scottish average of 10.7 weeks.</p> <p><i>Note: The timescale for receiving adjusted figures from Scottish Government leads to a 1 quarter lag in reporting. Future provision of adjusted data will be 6 monthly.</i></p>	N/A	Ian Aikman
Quarter	Value (wks)	Target (wks)	Scotland (previous yr) - Av. (wks)	SBC (previous yr) - Av. (wks)																															
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Q1 2017/18	7.9	7.9	10.7	7.9																															
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																														
CP01-P001mP Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)	<p>CP01-P001mP How long in weeks does it take on average to process all planning applications for household developments?</p> <table border="1"> <caption>Quarterly Average Time to Process Planning Applications (Weeks)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (Weeks)</th> <th>Target (Weeks)</th> <th>SBC (previous yr) - Av. (Weeks)</th> <th>Scotland (previous yr) - Av. (Weeks)</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>6.5</td> <td>6.5</td> <td>6.5</td> <td>7.3</td> </tr> <tr> <td>Q1 2017/18</td> <td>6.9</td> <td>6.9</td> <td>6.9</td> <td>7.3</td> </tr> <tr> <td>Q2 2017/18</td> <td>6.8</td> <td>6.8</td> <td>6.8</td> <td>7.3</td> </tr> <tr> <td>Q3 2017/18</td> <td>6.7</td> <td>6.7</td> <td>6.7</td> <td>7.3</td> </tr> <tr> <td>Q4 2017/18</td> <td>6.8</td> <td>6.8</td> <td>6.8</td> <td>7.3</td> </tr> </tbody> </table>	Quarter	Actual (Weeks)	Target (Weeks)	SBC (previous yr) - Av. (Weeks)	Scotland (previous yr) - Av. (Weeks)	Q4 2016/17	6.5	6.5	6.5	7.3	Q1 2017/18	6.9	6.9	6.9	7.3	Q2 2017/18	6.8	6.8	6.8	7.3	Q3 2017/18	6.7	6.7	6.7	7.3	Q4 2017/18	6.8	6.8	6.8	7.3	6.8 (Q4 17/18)	<p>Observations: The annual figure is also 6.8 weeks which is better than the Scottish average which is 7.3 weeks.</p> <p><i>Note: The timescale for receiving adjusted figures from Scottish Government leads to a 1 quarter lag in reporting. Future provision of adjusted data will be 6 monthly.</i></p>	N/A	Ian Aikman
Quarter	Actual (Weeks)	Target (Weeks)	SBC (previous yr) - Av. (Weeks)	Scotland (previous yr) - Av. (Weeks)																															
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By												
CP05-P001cP Annual Household Recycling Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001cP How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>38.74</td> </tr> <tr> <td>Q2 2017</td> <td>39.19</td> </tr> <tr> <td>Q3 2017</td> <td>39.74</td> </tr> <tr> <td>Q4 2017</td> <td>39.88</td> </tr> <tr> <td>Q1 2018</td> <td>39.52</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2017	38.74	Q2 2017	39.19	Q3 2017	39.74	Q4 2017	39.88	Q1 2018	39.52	39.52	<p>Observations: Recycling & Landfill Rates There has been a slight decrease in the recycling rate. Some of this will be due to natural variation in the tonnages - for example a decrease in green waste, rubble and scrap metal at the CRC sites may be due to the winter period and the extreme weather. Also a decrease in the dry mixed recycle could be attributed to natural variation.</p> <p>As the recycling rate has decreased slightly, the landfill rate has increased. This could be due to natural variation in the tonnages collected from year to year and month to month. It may be that the extreme weather experienced during this period attributed to a higher volume of waste to landfill.</p> <p>Other Treatment 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.</p> <p><i>Note: Quarters are "Calendar" year basis.</i></p>	N/A	Ross Sharp-Dent
Quarter	Value (%)																
Q1 2017	38.74																
Q2 2017	39.19																
Q3 2017	39.74																
Q4 2017	39.88																
Q1 2018	39.52																
CP05-P001dP Annual Household Waste Landfilled Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001dP How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>60.97</td> </tr> <tr> <td>Q2 2017</td> <td>60.50</td> </tr> <tr> <td>Q3 2017</td> <td>59.92</td> </tr> <tr> <td>Q4 2017</td> <td>59.76</td> </tr> <tr> <td>Q1 2018</td> <td>60.13</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2017	60.97	Q2 2017	60.50	Q3 2017	59.92	Q4 2017	59.76	Q1 2018	60.13	60.13	N/A	Ross Sharp-Dent	
Quarter	Value (%)																
Q1 2017	60.97																
Q2 2017	60.50																
Q3 2017	59.92																
Q4 2017	59.76																
Q1 2018	60.13																
CP05-P001eP Annual Household Waste 'Other Treatment' Rate (%) - UNVERIFIED (cumulative rolling average)	<p>CP05-P001eP How much of our household waste requires other treatment (%) - UNVERIFIED (cumulative rolling average)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>0.29</td> </tr> <tr> <td>Q2 2017</td> <td>0.31</td> </tr> <tr> <td>Q3 2017</td> <td>0.34</td> </tr> <tr> <td>Q4 2017</td> <td>0.35</td> </tr> <tr> <td>Q1 2018</td> <td>0.35</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2017	0.29	Q2 2017	0.31	Q3 2017	0.34	Q4 2017	0.35	Q1 2018	0.35	0.35	N/A	Ross Sharp-Dent	
Quarter	Value (%)																
Q1 2017	0.29																
Q2 2017	0.31																
Q3 2017	0.34																
Q4 2017	0.35																
Q1 2018	0.35																

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
CP05-P001FP Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling ave)	<p>CP05-P001FP How much of our waste do we recycle at Community Recycling Centres?</p> <table border="1"> <caption>Annual Average Community Recycling Centre (CRC) Recycling Rate (%)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>56.11</td> <td>56.11</td> </tr> <tr> <td>Q2 2017</td> <td>57.17</td> <td>57.17</td> </tr> <tr> <td>Q3 2017</td> <td>57.91</td> <td>57.91</td> </tr> <tr> <td>Q4 2017</td> <td>58.54</td> <td>58.54</td> </tr> <tr> <td>Q1 2018</td> <td>58.67</td> <td>58.67</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2017	56.11	56.11	Q2 2017	57.17	57.17	Q3 2017	57.91	57.91	Q4 2017	58.54	58.54	Q1 2018	58.67	58.67	58.67	<p>Recycling Centres</p> <p>The recycling centre recycling rate has increased slightly. Although there was a decrease in green waste, there was also a decrease in waste sent to landfill which counteracts the green waste decrease at the CRC sites.</p> <p><i>Note: Quarters are "Calendar" year basis.</i></p>	N/A	Ross Sharp-Dent
Quarter	Value (%)	Target (%)																					
Q1 2017	56.11	56.11																					
Q2 2017	57.17	57.17																					
Q3 2017	57.91	57.91																					
Q4 2017	58.54	58.54																					
Q1 2018	58.67	58.67																					
CP06-P14P 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 as soon as possible. This remains a key area of focus for SBC at this time.		Ian Angus																		

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
CP07-P001gP Electricity Consumption (KWh) – Quarterly	<p>CP07-P001gP How much electricity in kilowatt hours does the Council use? - Quarterly</p>	1,735,783	See comments below	N/A	Martin Joyce
CP07-P001hP Electricity Consumption Cost (£) – Quarterly	<p>CP07-P001hP How much does the Council spend on electricity? - Quarterly</p>	£225,708		N/A	Martin Joyce
CP07-P001iP Gas Consumption (KWh) – Quarterly	<p>CP07-P001iP How much gas in kilowatt hours does the Council use? - Quarterly</p>	1,975,893		N/A	Martin Joyce



Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
CP07-P001jP Gas Consumption Cost (£) – Quarterly	<p>CP07-P001jP How much does the Council spend on gas? - Quarterly</p>	£59,516	See comments below	N/A	Martin Joyce

How are we performing:

Overall

The overall energy consumption has increased by 2.2% with an overall cost increase of 9.3%.

Electricity

This year so far we have seen an increase in electricity consumption of 2.5% with an associated cost increase of 8.7%.

Gas

Gas consumption has increased by 1.9% with costs increasing by 11.6%. Increases in gas unit cost have contributed to this cost increase. The weather this year was 6.6% colder than the previous year which has caused this increase in consumption. When the weather variation is taken into account the normalised gas consumption actually shows a decrease of 1.3%.

(Note: Consumption and cost figures relate to 26 key sites)

Actions we are taking to improve our performance

What we've been doing:

As part of the transformation programme of works the Energy Efficiency Programme (EPP) is focussed on delivering cost effective energy reductions that represent best value for money while reducing the our energy consumption and costs as much as possible.

As part of this programme this year we:

- Completed LED upgrades on further sites
- Installed Solar Panels at 12 of our sites
- Finalised a contract to install £1.6 million of energy efficiency works including a large number of renewable energy and heating projects

What's coming up:

- Further phases of LED lighting projects are planned for 2018-19
- Maximising efficiency of our electrically heated buildings
- We are identifying and planning priority work at our most inefficient properties
- We are working closely with our managed services partners to identify and implement efficiency opportunities
- We continue to work hard with our new buildings to ensure they are run as efficiently as possible
- We will actively engage with new building projects at design concept stage to ensure our new building stock is as efficient as possible and renewable energy opportunities are realized.

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																				
CP07-P001aa Council Tax - In Year Collection Level	<p>CP07_P001aa Council Tax - In Year Collection LBL</p> <table border="1"> <caption>CP07_P001aa Council Tax - In Year Collection LBL</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>~32%</td> <td>~32%</td> <td>~32%</td> <td>~32%</td> </tr> <tr> <td>2017/18</td> <td>~32%</td> <td>~58%</td> <td>~82%</td> <td>~95%</td> </tr> <tr> <td>2018/19</td> <td>31.6%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	~32%	~32%	~32%	~32%	2017/18	~32%	~58%	~82%	~95%	2018/19	31.6%	-	-	-	31.6%	<p>Observations:</p> <p>Collection is short of the expected target for Q1 due to the application for summary warrant taking longer than last year. We fully expect collection levels to rise over the coming months to achieve the expected year-end target.</p>		Jenni Craig
Year	Q1	Q2	Q3	Q4																					
2016/17	~32%	~32%	~32%	~32%																					
2017/18	~32%	~58%	~82%	~95%																					
2018/19	31.6%	-	-	-																					
CP08-P065P Voice interactions (taken through CRM) by Customer Services	<p>CP08-P065P How many people were logged as contacting our Contact Centres by phone? (CP08-P65P)</p> <table border="1"> <caption>CP08-P065P How many people were logged as contacting our Contact Centres by phone? (CP08-P65P)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>26,413</td> </tr> <tr> <td>Q2 2017/18</td> <td>26,413</td> </tr> <tr> <td>Q3 2017/18</td> <td>21,855</td> </tr> <tr> <td>Q4 2017/18</td> <td>25,810</td> </tr> <tr> <td>Q1 2018/19</td> <td>24,162</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	26,413	Q2 2017/18	26,413	Q3 2017/18	21,855	Q4 2017/18	25,810	Q1 2018/19	24,162	24,162	<p>Observations:</p> <p>In Q1 2018/19 the number of voice interactions decreased by 1,648 when compared with Q4 2017/18.</p> <p>When making a comparison with Q1 2017/18 there has been a decrease of 2,251 voice interactions taken through CRM.</p> <p>The large decrease in calls during Q1 could be attributed to the large increase in calls during Q4 which were a result of the severe weather conditions during that quarter.</p> <p>Work continues on moving more of our services online.</p>	N/A	Les Grant								
Quarter	Value																								
Q1 2017/18	26,413																								
Q2 2017/18	26,413																								
Q3 2017/18	21,855																								
Q4 2017/18	25,810																								
Q1 2018/19	24,162																								

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
CP03-P035P No. of People Referred to Welfare Benefits	<p>CP03-P035 No. of People Referred to Welfare Benefits</p>	354	<p>Observations</p> <p>The number of referrals received by the Financial Inclusion team in quarter 1, although lower than the equivalent quarter in 2017/2018, is equivalent to the average over the last 2 quarters of 2017/2018. Referrals are now being more effectively assessed and where appropriate immediately directed to Council or external assistance. In many instances this has removed the need for unnecessary Financial Inclusion Team involvement whilst improving the service to customers.</p>	N/A	Les Grant
CP03-P036P Welfare Benefit - Monetary Gain	<p>CP03-P036 Welfare Benefit - Monetary Gain</p>	£907,111.31	<p>The value of monetary gain at £907.1k is showing an increase of 16.2% on the equivalent figure at this stage in 2017/2018 (£780.6k). It should be noted that the value of monetary gain is not assessed until after the case has been closed and, consequently, the monetary gain figure for this quarter is likely to continue to change as the cases for this quarter are completed and closed over the forthcoming months. This will be updated as the year progresses.</p>	N/A	Les Grant

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
RD CS RB001a Housing Benefit and Council Tax Reduction - New Claims (Avg No. of Days to process)		26.70	<p>Observations:</p> <p>New Claims: Performance has slipped slightly due to the increased number of applications following the start of the new financial year. It is still unclear how performance for Council Tax Reduction will be affected by Universal Credit rollout due to delays in DWP decision making. Additional resource in processing has been used which should lead to improvements in Q2.</p> <p>Change Events: Improvement in Q1 from 17/18. The Universal Credit rollout may affect performance in Q2 for Council Tax Reduction claims due to delays in DWP decision making.</p>		Les Grant
RD CS RB001b Housing Benefit and Council Tax Reduction - Change Events (Avg No. of Days to process)		6.91			Les Grant
RD CS RB001e Housing Benefit - New Claims (Avg No. of Days to process)		27.19	<p>Observations:</p> <p>Performance has slipped slightly due to the increased number of applications following the start of the new financial year. It is still unclear how performance will be affected by Universal Credit rollout as caseload is expected to drop. Additional resource in processing has been used which should lead to improvements in Q2</p>		Les Grant

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By												
<p>SPSO-04aP</p> <p>Average times: the average time in working days to respond to complaints at stage one</p>	<p>SPSO-04aP How long in working days does it take on average to respond to a complaint at stage one?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>3.5</td> </tr> <tr> <td>Q2 2017/18</td> <td>4.1</td> </tr> <tr> <td>Q3 2017/18</td> <td>4.1</td> </tr> <tr> <td>Q4 2017/18</td> <td>4.2</td> </tr> <tr> <td>Q1 2018/19</td> <td>4.2</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q1 2017/18	3.5	Q2 2017/18	4.1	Q3 2017/18	4.1	Q4 2017/18	4.2	Q1 2018/19	4.2	4.2	<p>Observations:</p> <p>There has been no change to the average number of working days (4.2) taken to respond to complaints at stage one between Q4 2017/18 and Q1 2018/19.</p> <p>There has been an increase from 3.5 working days in Q1 2017/18 to 4.2 working days in Q1 2018/19.</p> <p>Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Average Time (Working Days)																
Q1 2017/18	3.5																
Q2 2017/18	4.1																
Q3 2017/18	4.1																
Q4 2017/18	4.2																
Q1 2018/19	4.2																
<p>SPSO-04bP</p> <p>Average times: the average time in working days to respond to complaints at stage two</p>	<p>SPSO-04bP How long in working days does it take on average to respond to a complaint at stage two?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>19</td> </tr> <tr> <td>Q2 2017/18</td> <td>15</td> </tr> <tr> <td>Q3 2017/18</td> <td>17.1</td> </tr> <tr> <td>Q4 2017/18</td> <td>19</td> </tr> <tr> <td>Q1 2018/19</td> <td>17.3</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q1 2017/18	19	Q2 2017/18	15	Q3 2017/18	17.1	Q4 2017/18	19	Q1 2018/19	17.3	17.3	<p>Observations:</p> <p>There has been a decrease in the average number of working days taken to respond to complaints at stage two to 17.3 in Q1 2018/19 from 19 in Q4 2017/18. When compared with Q1 2017/18 there has been a decrease of almost two days.</p> <p>We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Average Time (Working Days)																
Q1 2017/18	19																
Q2 2017/18	15																
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<p>SPSO-04cP</p> <p>Average times: the average time in working days to respond to complaints after escalation</p>	<p>SPSO-04cP How long in working days does it take on average to respond to a complaint that has been escalated?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>14.6</td> </tr> <tr> <td>Q2 2017/18</td> <td>14.2</td> </tr> <tr> <td>Q3 2017/18</td> <td>27</td> </tr> <tr> <td>Q4 2017/18</td> <td>21.6</td> </tr> <tr> <td>Q1 2018/19</td> <td>12.2</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q1 2017/18	14.6	Q2 2017/18	14.2	Q3 2017/18	27	Q4 2017/18	21.6	Q1 2018/19	12.2	12.2	<p>Observations:</p> <p>The average time taken to respond to the customer has decreased by 9.4 working days from 21.6 days in Q4 2017/18 to 12.2 days in Q1 2018/19. There has also been a decrease of 2.4 days from Q1 2017/18 to Q1 2018/19.</p> <p>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.</p>		Les Grant
Quarter	Average Time (Working Days)																
Q1 2017/18	14.6																
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Q3 2017/18	27																
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

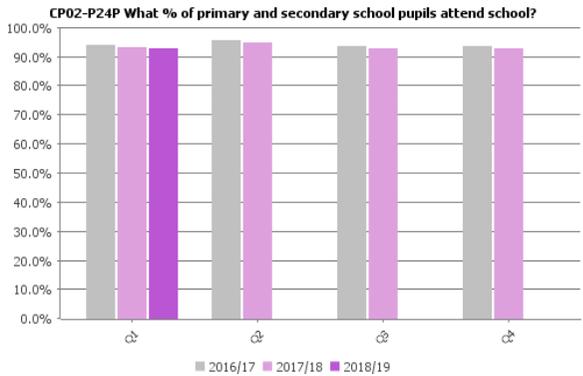
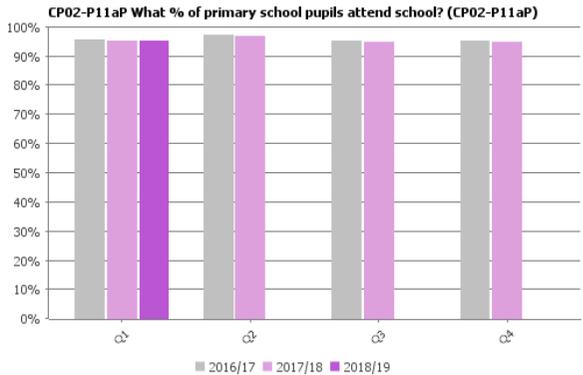
Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
<p>SPSO-05aP</p> <p>Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints</p>	<p>SPSO-05aP How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?</p> <table border="1"> <caption>SPSO-05aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>88.6%</td> <td>100%</td> </tr> <tr> <td>Q2 2017/18</td> <td>88.7%</td> <td>100%</td> </tr> <tr> <td>Q3 2017/18</td> <td>84.8%</td> <td>100%</td> </tr> <tr> <td>Q4 2017/18</td> <td>83%</td> <td>100%</td> </tr> <tr> <td>Q1 2018/19</td> <td>78.6%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2017/18	88.6%	100%	Q2 2017/18	88.7%	100%	Q3 2017/18	84.8%	100%	Q4 2017/18	83%	100%	Q1 2018/19	78.6%	100%	78.6%	<p>Observations: Q1 2018/19 has seen a decrease of 4.4% when compared with Q4 2017/18. In comparison to Q1 2017/18 there has been a decrease of 10%. We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Value (%)	Target (%)																					
Q1 2017/18	88.6%	100%																					
Q2 2017/18	88.7%	100%																					
Q3 2017/18	84.8%	100%																					
Q4 2017/18	83%	100%																					
Q1 2018/19	78.6%	100%																					
<p>SPSO-05bP</p> <p>Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints</p>	<p>SPSO-05bP How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?</p> <table border="1"> <caption>SPSO-05bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>57.5%</td> <td>100%</td> </tr> <tr> <td>Q2 2017/18</td> <td>80.5%</td> <td>100%</td> </tr> <tr> <td>Q3 2017/18</td> <td>70%</td> <td>100%</td> </tr> <tr> <td>Q4 2017/18</td> <td>60.7%</td> <td>100%</td> </tr> <tr> <td>Q1 2018/19</td> <td>80.6%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2017/18	57.5%	100%	Q2 2017/18	80.5%	100%	Q3 2017/18	70%	100%	Q4 2017/18	60.7%	100%	Q1 2018/19	80.6%	100%	80.6%	<p>Observations: Performance against timescales has increased from 60.7% in Q4 2017/18 to 80.6% of Stage 2 complaints being closed within 20 working days. Further to this performance has improved from Q1 2017/18 by 23.1%. The low number of complaints handled at Stage 2 can result in significant fluctuations in 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.</p>		Les Grant
Quarter	Value (%)	Target (%)																					
Q1 2017/18	57.5%	100%																					
Q2 2017/18	80.5%	100%																					
Q3 2017/18	70%	100%																					
Q4 2017/18	60.7%	100%																					
Q1 2018/19	80.6%	100%																					
<p>SPSO-05cP</p> <p>Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints</p>	<p>SPSO-05cP How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?</p> <table border="1"> <caption>SPSO-05cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>62.5%</td> <td>100%</td> </tr> <tr> <td>Q2 2017/18</td> <td>75%</td> <td>100%</td> </tr> <tr> <td>Q3 2017/18</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Q4 2017/18</td> <td>42.9%</td> <td>100%</td> </tr> <tr> <td>Q1 2018/19</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Value (%)	Target (%)	Q1 2017/18	62.5%	100%	Q2 2017/18	75%	100%	Q3 2017/18	0%	100%	Q4 2017/18	42.9%	100%	Q1 2018/19	100%	100%	100%	<p>Observations: Performance has improved in Q1 2018/19 with 100% of escalated complaints being handled within 20 days compared with 42.9% in Q4 2017/18. Performance has improved from Q1 2017/18 with 62.5% of escalated complaints being handled within the 20 day timeframe. When considering the above figures it must be kept in mind that the small number of complaints that are escalated can result in significant swings in performance. We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Value (%)	Target (%)																					
Q1 2017/18	62.5%	100%																					
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
<p>CP08-P054P</p> <p>90% of FOI Requests Completed on Time</p>	<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>FOI Requests Completed on Time - Quarterly Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>94%</td> <td>94%</td> </tr> <tr> <td>Q2 2017/18</td> <td>94%</td> <td>94%</td> </tr> <tr> <td>Q3 2017/18</td> <td>93%</td> <td>94%</td> </tr> <tr> <td>Q4 2017/18</td> <td>94%</td> <td>94%</td> </tr> <tr> <td>Q1 2018/19</td> <td>91%</td> <td>94%</td> </tr> </tbody> </table>	Quarter	Percentage	Target	Q1 2017/18	94%	94%	Q2 2017/18	94%	94%	Q3 2017/18	93%	94%	Q4 2017/18	94%	94%	Q1 2018/19	91%	94%	<p>91%</p>	<p>How are we performing:</p> <p>Scottish Borders Council continues to make good progress in dealing with as many information requests within the statutory timescale. Whilst we always endeavour to reach 100% there are a number of factors which contribute to the occasions when this is not achieved. Many of the requests are voluminous and complex and take considerable time to collate the information. In addition those requests which require input and information held across a number of departments can lead to delayed responses. Also in this quarter breakdown in process and stretched resources, due to relevant officers on annual leave with the Easter break caused delays. In Q1 2018/19 91% were completed on time, slightly down on the 94% in Q4 2017/18 and on the 93% in Q3 2017/18. 352 FOI requests were received in Q1, 9 more than the 343 received in Q4 2017/18.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>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 undergo mandatory training on recognising and dealing with information requests. With the new changes around data protection, this has given the Council's Information Management Team the opportunity to raise more awareness around all information requests and the importance of dealing with these requests in a timely manner. The Information Management Team gives advice to all staff on a daily basis and provides training to the FOI Co-ordinators within each department regularly and discusses any current issues.</p>		<p>Nuala McKinlay</p>
Quarter	Percentage	Target																					
Q1 2017/18	94%	94%																					
Q2 2017/18	94%	94%																					
Q3 2017/18	93%	94%																					
Q4 2017/18	94%	94%																					
Q1 2018/19	91%	94%																					

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Independent, Achieving People: PERFORMANCE Indicators 

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
CP02-P24P What % of primary and secondary school pupils attend school?	 <p>CP02-P24P What % of primary and secondary school pupils attend school?</p>	92.8%	<p>How are we performing:</p> <p>Q1 is traditionally a lower quarter for attendance with the breakup of schools during June. This year we have seen a lower level of attendance in this quarter which is close to the same performance as last Q1 however slightly behind previous years.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued focus, monitoring of absences and control of authorised absences has been a priority during the final month of the school term.</p> <p><i>Note: Q1 is final term of academic year.</i></p>		Donna Manson
CP02-P11aP What % of primary school pupils attend school?	 <p>CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)</p>	95.04%	<p>How are we performing:</p> <p>Q1 is traditionally a lower quarter for attendance with the breakup of schools during June, although Q1 this year is slightly higher than Q4. Primary attendance remains consistent with last year however is slightly behind previous years.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Continued monitoring of absences and control of authorised absences has been a priority during the final month of the school term.</p> <p><i>Note: Q1 is final term of academic year.</i></p>		Donna Manson

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																				
CP02-P11bP What % of secondary school pupils attend school?	<p>CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP)</p> <table border="1"> <caption>CP02-P11bP Attendance Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>~92%</td> <td>~92%</td> <td>~92%</td> <td>~92%</td> </tr> <tr> <td>2017/18</td> <td>~92%</td> <td>~92%</td> <td>~92%</td> <td>~92%</td> </tr> <tr> <td>2018/19</td> <td>90.56%</td> <td>~92%</td> <td>~92%</td> <td>~92%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	~92%	~92%	~92%	~92%	2017/18	~92%	~92%	~92%	~92%	2018/19	90.56%	~92%	~92%	~92%	90.56%	<p>How are we performing: Q1 is traditionally a lower quarter for attendance with the breakup of schools during June. This year the secondary schools have seen a decline in attendance during Q1 which is lower than previous years. During the final quarter the increase in absence can be attributed to unauthorised absence rather than authorised absence.</p> <p>Actions we are taking to improve/maintain performance: Continued monitoring of absences, control of authorised absences and further investigation into unauthorised absence has been a priority during the final month of the school term.</p> <p><i>Note: Q1 is final term of academic year.</i></p>		Donna Manson
Year	Q1	Q2	Q3	Q4																					
2016/17	~92%	~92%	~92%	~92%																					
2017/18	~92%	~92%	~92%	~92%																					
2018/19	90.56%	~92%	~92%	~92%																					
CP02-P25P How many primary and secondary school pupils were excluded?	<p>CP02-P25P How many primary and secondary school pupils were excluded?</p> <table border="1"> <caption>CP02-P25P Exclusions Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>41</td> <td>64</td> <td>64</td> <td>64</td> </tr> <tr> <td>2017/18</td> <td>42</td> <td>49</td> <td>77</td> <td>77</td> </tr> <tr> <td>2018/19</td> <td>64</td> <td>47</td> <td>77</td> <td>77</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	41	64	64	64	2017/18	42	49	77	77	2018/19	64	47	77	77	64	<p>How are we performing: Q1 has seen an increase in exclusions over Q4, the overall levels are reducing over the longer term and significantly since 2013/14. The majority of the 64 pupils excluded from school during Q1 were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period).</p> <p>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 within each area and school individually.</p> <p><i>Note: Q1 is final term of academic year.</i></p>	N/A	Donna Manson
Year	Q1	Q2	Q3	Q4																					
2016/17	41	64	64	64																					
2017/18	42	49	77	77																					
2018/19	64	47	77	77																					

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																				
CP02-P09aP How many primary school pupils were excluded?	<table border="1"> <caption>CP02-P09aP Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>10</td> <td>15</td> <td>12</td> <td>13</td> </tr> <tr> <td>2017/18</td> <td>12</td> <td>18</td> <td>14</td> <td>8</td> </tr> <tr> <td>2018/19</td> <td>8</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	10	15	12	13	2017/18	12	18	14	8	2018/19	8	-	-	-	8	<p>How are we performing:</p> <p>The number of pupils excluded from primary schools remains low and is now significantly lower than it was in 2013/14, despite the increase since last quarter. However, detailed analysis at school level has shown that the majority of the 8 exclusions were single incidents, demonstrating that restorative work is having an impact.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Detailed analysis has already prompted action planning within specific school contexts, with a clear focus on inclusion and on reducing exclusions during 2018/19.</p> <p><i>Note: Q1 is final term of academic year.</i></p>	N/A	Donna Manson
Year	Q1	Q2	Q3	Q4																					
2016/17	10	15	12	13																					
2017/18	12	18	14	8																					
2018/19	8	-	-	-																					
CP02-P09bP How many secondary school pupils were excluded?	<table border="1"> <caption>CP02-P09bP Data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>32</td> <td>50</td> <td>65</td> <td>68</td> </tr> <tr> <td>2017/18</td> <td>30</td> <td>32</td> <td>64</td> <td>40</td> </tr> <tr> <td>2018/19</td> <td>56</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	32	50	65	68	2017/18	30	32	64	40	2018/19	56	-	-	-	56	<p>How are we performing:</p> <p>Q1 has seen an increase in secondary schools, the overall levels are reducing over the longer term and significantly since 2013/14. The majority of the 56 pupils excluded from secondary school during Q1 were single incidents, with few repeat exclusions (i.e. where a pupil is excluded more than once in a 3 month period).</p> <p>Actions we are taking to improve/maintain performance:</p> <p>Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level. The 2017-18 school year saw secondary school exclusion incidents reduce to 201, from 228 in the previous school year.</p> <p><i>Note: Q1 is final term of academic year.</i></p>	N/A	Donna Manson
Year	Q1	Q2	Q3	Q4																					
2016/17	32	50	65	68																					
2017/18	30	32	64	40																					
2018/19	56	-	-	-																					

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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By												
<p>CP02-P04P</p> <p>What % of pupils in S4 gained 5 or more awards at level 5 or better (Level 5 equates to a "National 5 Award" in the SCQF :Scottish Credit and Qualification framework)?</p> <p>Page 44</p>	<p>CP02-P04P What % of pupils in S4 gained 5 or more awards at level 5 or better (Level 5 equates to a "National 5 Award" in the SCQF: Scottish Credit and Qualification Framework)?</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>37.32%</td> </tr> <tr> <td>2014/15</td> <td>38.43%</td> </tr> <tr> <td>2015/16</td> <td>42.62%</td> </tr> <tr> <td>2016/17</td> <td>39.98%</td> </tr> <tr> <td>2017/18</td> <td>41.48%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	37.32%	2014/15	38.43%	2015/16	42.62%	2016/17	39.98%	2017/18	41.48%	<p>41.48%</p>	<p>Observations:</p> <p>The number of pupils in S4 achieving 5 or more awards at Level 5 (National 5) or better has increased to 41.48%, a 1.5% increase on the previous year. This equates to 472 pupils achieving 5 or more awards at this level. The overall pass rate (A-C) for S4 at National 5 remains at 83%.</p> <p>There has been a particularly positive trend in literacy and numeracy with more young people than ever attaining success:</p> <ul style="list-style-type: none"> • 98% of S4 achieved a literacy award, an increase of 3% from 2017 • 97% of S4 achieved a National 5 English award, an increase of 4% from 2017 • 92% of S4 achieved a numeracy award, an increase of 4.5% from 2017 • 86.3% of S4 achieved a National 5 award in Maths, an increase of 9% from 2017. 	<p>N/A</p>	<p>Donna Manson</p>
Year	Percentage																
2013/14	37.32%																
2014/15	38.43%																
2015/16	42.62%																
2016/17	39.98%																
2017/18	41.48%																
<p>CP02-P04aP</p> <p>What % of pupils in S5 gained 5 or more awards at level 6 or better (Level 6 equates to a "Higher Award" in the SCQF)?</p>	<p>CP02-P04aP What % of pupils in S5 gained 5 or more awards at level 6 or better (Level 6 equates to a "Higher Award" in the SCQF)?</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>14.9%</td> </tr> <tr> <td>2014/15</td> <td>15.8%</td> </tr> <tr> <td>2015/16</td> <td>16.6%</td> </tr> <tr> <td>2016/17</td> <td>18.05%</td> </tr> <tr> <td>2017/18</td> <td>16.25%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	14.9%	2014/15	15.8%	2015/16	16.6%	2016/17	18.05%	2017/18	16.25%	<p>16.25%</p>	<p>Observations:</p> <p>The number of pupils in S5 achieving 5 or more awards at Level 6 (Higher) or better has reduced to 16.25%, a 1.8% reduction on the previous year. This equates to 193 pupils achieving 5 or more awards at this level.</p>	<p>N/A</p>	<p>Donna Manson</p>
Year	Percentage																
2013/14	14.9%																
2014/15	15.8%																
2015/16	16.6%																
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Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
<p>CP02-P04bP</p> <p>What % of pupils in S6 gained 5 or more awards at level 6 or better (Level 6 equates to a "Higher Award" in the SCQF)?</p>	<p>CP02-P04bP What % of pupils in S6 gained 5 or more awards at level 6 or better (Level 6 equates to a "Higher Award" in the SCQF)?</p> <table border="1"> <caption>CP02-P04bP Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>30%</td> </tr> <tr> <td>2014/15</td> <td>34.3%</td> </tr> <tr> <td>2015/16</td> <td>33.9%</td> </tr> <tr> <td>2016/17</td> <td>33.53%</td> </tr> <tr> <td>2017/18</td> <td>35.01%</td> </tr> </tbody> </table>	Year	Percentage	2013/14	30%	2014/15	34.3%	2015/16	33.9%	2016/17	33.53%	2017/18	35.01%	35.01%	<p>Observations:</p> <p>The number of pupils in S6 achieving 5 or more awards at Level 6 (Higher) or better has increased to 35.01%, a 1.48% increase on the previous year. This equates to 417 pupils achieving 5 or more awards at this level.</p>	N/A	Donna Manson						
Year	Percentage																						
2013/14	30%																						
2014/15	34.3%																						
2015/16	33.9%																						
2016/17	33.53%																						
2017/18	35.01%																						
<p>CP03-P002bP</p> <p>% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</p>	<p>CP03-P002bP % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.</p> <table border="1"> <caption>CP03-P002bP Data</caption> <thead> <tr> <th>Quarters</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>77%</td> <td>78%</td> </tr> <tr> <td>Q2 2017/18</td> <td>77%</td> <td>78%</td> </tr> <tr> <td>Q3 2017/18</td> <td>77%</td> <td>78%</td> </tr> <tr> <td>Q4 2017/18</td> <td>78%</td> <td>78%</td> </tr> <tr> <td>Q1 2018/19</td> <td>78%</td> <td>78%</td> </tr> </tbody> </table>	Quarters	Percentage	Target	Q1 2017/18	77%	78%	Q2 2017/18	77%	78%	Q3 2017/18	77%	78%	Q4 2017/18	78%	78%	Q1 2018/19	78%	78%	78%	<p>How are we performing:</p> <p>The % of adults over 65 receiving care at home to sustain an independent quality of life has remained consistently at 78% for the past 2 quarters.</p> <p>Actions we are taking to improve/maintain performance:</p> <p>With the integration of Health and Social Care including more locality base services it is believed that we can further support clients to lead an independent life at home. As the integration continues to become established and more locality based services become active further increases within this PI could be realised.</p>		Murray Leys
Quarters	Percentage	Target																					
Q1 2017/18	77%	78%																					
Q2 2017/18	77%	78%																					
Q3 2017/18	77%	78%																					
Q4 2017/18	78%	78%																					
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By												
CP03-P004bP Percentage of Clients using the Self Directed Support (SDS) approach based on Finance Commitment Records Page 46	<p>CP03-P004bP Percentage of Clients using the SDS approach based on Finance Commitment Records</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>66.6%</td> </tr> <tr> <td>Q2 2017/18</td> <td>70.9%</td> </tr> <tr> <td>Q3 2017/18</td> <td>74.1%</td> </tr> <tr> <td>Q4 2017/18</td> <td>77.6%</td> </tr> <tr> <td>Q1 2018/19</td> <td>79.9%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2017/18	66.6%	Q2 2017/18	70.9%	Q3 2017/18	74.1%	Q4 2017/18	77.6%	Q1 2018/19	79.9%	79.9%	<p>How are we performing: The % of adults who are now directing their own care and support has increased in Q1 .</p> <p>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.</p> <p>This measurement compares the number of clients who receive a financial commitment which would be considered a package of care with those who are assessed using the SDS approach. This is a more representative measure of the SDS implementation within the Scottish Borders.</p>		Murray Leys
Quarter	Percentage																
Q1 2017/18	66.6%																
Q2 2017/18	70.9%																
Q3 2017/18	74.1%																
Q4 2017/18	77.6%																
Q1 2018/19	79.9%																
CP03-P028P Proportion of new service users who receive a service within 6 weeks of assessment (year to date)	<p>CP03-P028P What % of people contacting Social Work receive a service within 6 weeks of their assessment?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>100%</td> </tr> <tr> <td>Q2 2017/18</td> <td>98%</td> </tr> <tr> <td>Q3 2017/18</td> <td>97%</td> </tr> <tr> <td>Q4 2017/18</td> <td>93%</td> </tr> <tr> <td>Q1 2018/19</td> <td>91%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2017/18	100%	Q2 2017/18	98%	Q3 2017/18	97%	Q4 2017/18	93%	Q1 2018/19	91%	91%	<p>How are we performing: The % of new service users receiving a service within 6 weeks of assessment is below target in Q1. 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.</p> <p>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 but has had a minor decrease over the last two quarters</p>		Murray Leys
Quarter	Percentage																
Q1 2017/18	100%																
Q2 2017/18	98%																
Q3 2017/18	97%																
Q4 2017/18	93%																
Q1 2018/19	91%																

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

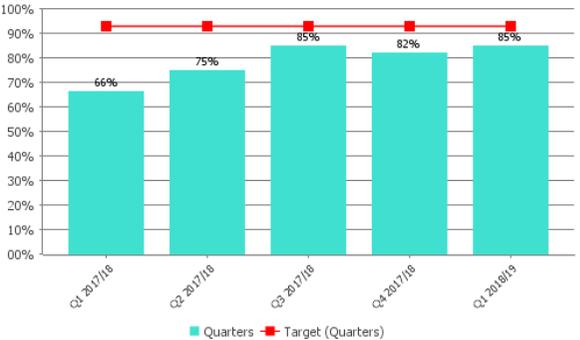
Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By
<p>Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population</p> <p>Page 47</p>		<p>190 (Q4)</p>	<p>How are we performing?</p> <p>The rate of bed days associated with delayed discharges for Scottish Borders residents aged 75 and over has fluctuated since the start of the 2013/14 financial year, but has generally remained around 100 to 200 per 1,000 residents. However, the rate for the middle two quarters of 2017/18 was higher than any previous quarter, increasing to over 200 per 1,000 residents for the first time.</p> <p>Plans during 2018 to support this objective:</p> <ul style="list-style-type: none"> • Support a range of “Hospital to Home” and “Discharge to assess” models to reduce delays (for adults who are medically fit for discharge); • develop “step-up” facilities to prevent hospital admissions and increase opportunities for short-term placements; • as well as a range of longer term transformation programmes aimed at shifting resources and redesigning services 		<p>Rob McCulloch-Graham</p>
<p>CP03-P006P Looked After Children (aged 12+) in family-based placements compared to those in residential placements</p>		<p>70%</p>	<p>Observations:</p> <p>We have seen a small decline in the number of children over the age of 12 placed within a family setting.</p> <p>We have seen a continued increase in the number of foster carers within the Scottish Borders. In the past year we have increased and maintained the number of foster carer and with continued support and recruitment the ambitious target of 80% will be achievable.</p>		<p>Donna Manson</p>

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By												
CP03-P006bP Looked After Children (All ages) in family-based placements compared to those in residential placements	<p>CP03-P006bP Looked After Children in family-based placements compared to those in residential placements</p> <table border="1"> <caption>Data for CP03-P006bP Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>85%</td> </tr> <tr> <td>Q2 2017/18</td> <td>85%</td> </tr> <tr> <td>Q3 2017/18</td> <td>84%</td> </tr> <tr> <td>Q4 2017/18</td> <td>84%</td> </tr> <tr> <td>Q1 2018/19</td> <td>83%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2017/18	85%	Q2 2017/18	85%	Q3 2017/18	84%	Q4 2017/18	84%	Q1 2018/19	83%	83%	<p>Observations:</p> <p>The majority of looked after children within the Scottish Borders are placed within a family setting rather than residential placement. We continue to look to further expand our network of foster carer and use kinship carers to increase the number of children placed within family settings.</p>		Donna Manson
Quarter	Value (%)																
Q1 2017/18	85%																
Q2 2017/18	85%																
Q3 2017/18	84%																
Q4 2017/18	84%																
Q1 2018/19	83%																
CP03-P121 % of mediation cases that show agreement / improvement after mediation	<p>CP03-P121 Percentage of mediation cases that show agreement/improvement after mediation (cumulative)</p> <table border="1"> <caption>Data for CP03-P121 Trend Chart</caption> <thead> <tr> <th>Year</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>70%</td> </tr> <tr> <td>2017/18</td> <td>75%</td> </tr> <tr> <td>2018/19</td> <td>47.2%</td> </tr> </tbody> </table>	Year	Value (%)	2016/17	70%	2017/18	75%	2018/19	47.2%	47.2% (Q4 17/18)	<p><i>Note: Q1 data awaited.</i></p>		Graham Jones				
Year	Value (%)																
2016/17	70%																
2017/18	75%																
2018/19	47.2%																



A Thriving Economy, with Opportunities for Everyone: PERFORMANCE Indicators 

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
CP01-P001rP % of Invoices paid within 30 days	<p>CP01-P001rP How many invoices, received by us, were paid within 30 days of receiving the invoice?</p>  <table border="1"> <caption>CP01-P001rP Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>% of Invoices Paid</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>66%</td> <td>97%</td> </tr> <tr> <td>Q2 2017/18</td> <td>75%</td> <td>97%</td> </tr> <tr> <td>Q3 2017/18</td> <td>85%</td> <td>97%</td> </tr> <tr> <td>Q4 2017/18</td> <td>82%</td> <td>97%</td> </tr> <tr> <td>Q1 2018/19</td> <td>85%</td> <td>97%</td> </tr> </tbody> </table>	Quarter	% of Invoices Paid	Target (%)	Q1 2017/18	66%	97%	Q2 2017/18	75%	97%	Q3 2017/18	85%	97%	Q4 2017/18	82%	97%	Q1 2018/19	85%	97%	85%	<p>Observations: The indicator has significantly improved during May and June and has now stabilised at 89%. Work will continue to positively impact this indicator. The %age of payments made electronically has stabilised between 97 and 98%.</p>		Kathryn Dickson
Quarter	% of Invoices Paid	Target (%)																					
Q1 2017/18	66%	97%																					
Q2 2017/18	75%	97%																					
Q3 2017/18	85%	97%																					
Q4 2017/18	82%	97%																					
Q1 2018/19	85%	97%																					

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

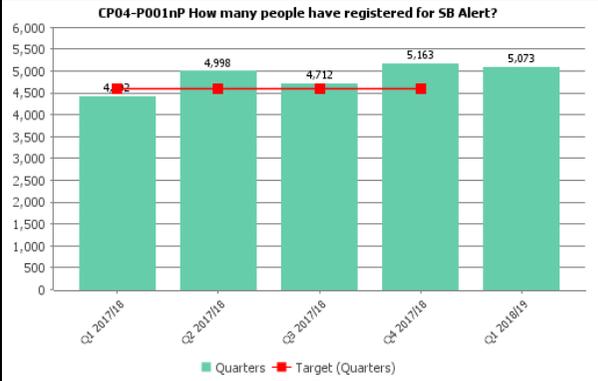
Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
CP01-P001dP Number of new Business Start Ups -Through Business Gateway	<p>CP01-P001dP How many new businesses has Business Gateway help create?</p> <table border="1"> <caption>CP01-P001dP Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>57</td> <td>54</td> </tr> <tr> <td>Q2 2017/18</td> <td>50</td> <td>54</td> </tr> <tr> <td>Q3 2017/18</td> <td>54</td> <td>54</td> </tr> <tr> <td>Q4 2017/18</td> <td>62</td> <td>54</td> </tr> <tr> <td>Q1 2018/19</td> <td>62</td> <td>54</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017/18	57	54	Q2 2017/18	50	54	Q3 2017/18	54	54	Q4 2017/18	62	54	Q1 2018/19	62	54	62	<p>Observations:</p> <p>The start-up Advisers assisted a total of sixty two start-up businesses in the first quarter of 2018/19. This period took in the recruitment of a new start up adviser, and it is encouraging that the figure for this quarter is consistent with previous years; we hope to build on this over the coming period as the Adviser gains experience.</p>	N/A	Bryan McGrath
Quarter	Quarters	Target (Quarters)																					
Q1 2017/18	57	54																					
Q2 2017/18	50	54																					
Q3 2017/18	54	54																					
Q4 2017/18	62	54																					
Q1 2018/19	62	54																					
CP01-P001eP Business supported through Business Gateway	<p>CP01-P001eP How many businesses has Business Gateway supported?</p> <table border="1"> <caption>CP01-P001eP Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>286</td> <td>367</td> </tr> <tr> <td>Q2 2017/18</td> <td>324</td> <td>367</td> </tr> <tr> <td>Q3 2017/18</td> <td>371</td> <td>367</td> </tr> <tr> <td>Q4 2017/18</td> <td>343</td> <td>367</td> </tr> <tr> <td>Q1 2018/19</td> <td>367</td> <td>367</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017/18	286	367	Q2 2017/18	324	367	Q3 2017/18	371	367	Q4 2017/18	343	367	Q1 2018/19	367	367	367	<p>There were 367 business assists in the same quarter. The Advisers have been working well to achieve a level higher than average in this quarter, and while levels can fluctuate year to year due to external factors, we have experienced Advisers who are proving that being well established in their geographical areas builds a good presence and valuable local knowledge.</p>	N/A	Bryan McGrath
Quarter	Quarters	Target (Quarters)																					
Q1 2017/18	286	367																					
Q2 2017/18	324	367																					
Q3 2017/18	371	367																					
Q4 2017/18	343	367																					
Q1 2018/19	367	367																					
CP07-P001bP Occupancy Rates of Industrial and Commercial Units	<p>CP07-P001bP What % of industrial & commercial properties, owned by the Council, are occupied?</p> <table border="1"> <caption>CP07-P001bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>87.1%</td> <td>88.1%</td> </tr> <tr> <td>Q2 2017/18</td> <td>86.6%</td> <td>88.1%</td> </tr> <tr> <td>Q3 2017/18</td> <td>87.2%</td> <td>88.1%</td> </tr> <tr> <td>Q4 2017/18</td> <td>88.1%</td> <td>88.1%</td> </tr> <tr> <td>Q1 2018/19</td> <td>88.1%</td> <td>88.1%</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017/18	87.1%	88.1%	Q2 2017/18	86.6%	88.1%	Q3 2017/18	87.2%	88.1%	Q4 2017/18	88.1%	88.1%	Q1 2018/19	88.1%	88.1%	88.1%	<p>Observations:</p> <p>Occupancy by localities (<i>previous qtr in brackets</i>):</p> <ul style="list-style-type: none"> Berwickshire - 76.3% (76.3%) Cheviot - 90.8% (90.8%) Eildon - 89.6% (91.7%) Teviotdale & Liddlesdale - 92.8% (92.3%) Tweeddale - 96.8% (96.7%) <p>The percentage of properties occupied across the Scottish Borders was 88.1% (88.8%). The total number of new leases during this period was 7.</p>		Bryan McGrath
Quarter	Quarters	Target (Quarters)																					
Q1 2017/18	87.1%	88.1%																					
Q2 2017/18	86.6%	88.1%																					
Q3 2017/18	87.2%	88.1%																					
Q4 2017/18	88.1%	88.1%																					
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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																								
CP07-P001kP Number of Capital Projects where RAG status is "Green"	<p style="text-align: center;">Executive - Capital Projects</p> <table border="1"> <caption>Executive - Capital Projects Data</caption> <thead> <tr> <th>Quarter</th> <th>CP07-P001kP (Green)</th> <th>CP07-P001IP (Amber)</th> <th>CP07-P001mP (Red)</th> </tr> </thead> <tbody> <tr> <td>Q2 2017/18</td> <td>74</td> <td>4</td> <td>2</td> </tr> <tr> <td>Q3 2017/18</td> <td>15</td> <td>4</td> <td>1</td> </tr> <tr> <td>Q4 2017/18</td> <td>18</td> <td>3</td> <td>0</td> </tr> <tr> <td>Q1 2018/19</td> <td>18</td> <td>3</td> <td>0</td> </tr> <tr> <td>Q2 2018/19</td> <td>19</td> <td>2</td> <td>0</td> </tr> </tbody> </table>	Quarter	CP07-P001kP (Green)	CP07-P001IP (Amber)	CP07-P001mP (Red)	Q2 2017/18	74	4	2	Q3 2017/18	15	4	1	Q4 2017/18	18	3	0	Q1 2018/19	18	3	0	Q2 2018/19	19	2	0	19	<p><i>NOTE: this PI is now monitoring the "top c.20" Capital Projects (as opposed to the whole capital programme)</i></p>		Paul Frankland; Steven Renwick
Quarter		CP07-P001kP (Green)	CP07-P001IP (Amber)	CP07-P001mP (Red)																									
Q2 2017/18		74	4	2																									
Q3 2017/18	15	4	1																										
Q4 2017/18	18	3	0																										
Q1 2018/19	18	3	0																										
Q2 2018/19	19	2	0																										
CP07-P001IP Number of Capital Projects where RAG status is "Amber"	2	<p>Observations:</p> <p>As of June-18, of the top 21 Capital Projects, 19 were classified as "Green" and 2 classified as Amber". There were no "Red" projects.</p>	Paul Frankland; Steven Renwick																										
CP07-P001mP Number of Capital Projects where RAG status is "Red"	0	<p>Amber Projects were:</p> <ul style="list-style-type: none"> Complex Needs Faculty, Galashiels Academy. Works progressing but behind programme. Wilton Lodge Park. 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. 	Paul Frankland; Steven Renwick																										

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Empowered, Vibrant Communities: PERFORMANCE Indicators 

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																		
CP04-P001nP SB Alert - No. of people registered	<p>CP04-P001nP How many people have registered for SB Alert?</p>  <table border="1"> <caption>SB Alert - No. of people registered (Quarterly Data)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>4,423</td> <td>4,423</td> </tr> <tr> <td>Q2 2017/18</td> <td>4,998</td> <td>4,998</td> </tr> <tr> <td>Q3 2017/18</td> <td>4,712</td> <td>4,712</td> </tr> <tr> <td>Q4 2017/18</td> <td>5,163</td> <td>5,163</td> </tr> <tr> <td>Q1 2018/19</td> <td>5,073</td> <td>5,073</td> </tr> </tbody> </table>	Quarter	Value	Target (Quarters)	Q1 2017/18	4,423	4,423	Q2 2017/18	4,998	4,998	Q3 2017/18	4,712	4,712	Q4 2017/18	5,163	5,163	Q1 2018/19	5,073	5,073	5,073	<p>Observations: There are now 5,073 people registered with SB Alert.</p>		Jim Fraser
Quarter	Value	Target (Quarters)																					
Q1 2017/18	4,423	4,423																					
Q2 2017/18	4,998	4,998																					
Q3 2017/18	4,712	4,712																					
Q4 2017/18	5,163	5,163																					
Q1 2018/19	5,073	5,073																					

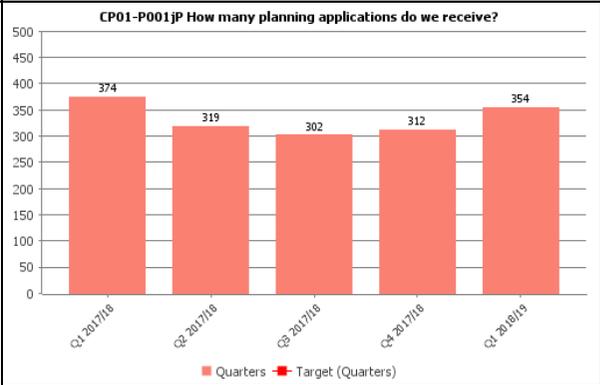
Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Performance Indicator	Trend Chart	Value	Commentary	Status Against Target	Managed By																								
CP04-P001s Asset Transfers – Number of Requests Received	<p>Exec PMF 2018 EVC Asset Transfer Requests</p> <table border="1"> <caption>Asset Transfer Requests Data</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P001s (Received)</th> <th>CP04-P001t (Agreed)</th> <th>CP04-P001u (Refused)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>Q2 2017/18</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2017/18</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2017/18</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q1 2018/19</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	CP04-P001s (Received)	CP04-P001t (Agreed)	CP04-P001u (Refused)	Q1 2017/18	1	0	1	Q2 2017/18	1	0	0	Q3 2017/18	1	0	0	Q4 2017/18	1	0	0	Q1 2018/19	0	0	0	0	<p>Observations: Asset Transfer, Part 5 of the Community Empowerment (Scotland) Act 2015, came in to force on 23 January 2017. This part of the Act gives community groups the right to request to buy, lease or use land or buildings that are owned by the council. During Q1 interest was noted in one asset and two informal enquiries were received. Council staff are supporting five community groups to progress informal enquiries to become formal requests.</p>	N/A	Shona Smith
Quarter		CP04-P001s (Received)	CP04-P001t (Agreed)	CP04-P001u (Refused)																									
Q1 2017/18		1	0	1																									
Q2 2017/18	1	0	0																										
Q3 2017/18	1	0	0																										
Q4 2017/18	1	0	0																										
Q1 2018/19	0	0	0																										
CP04-P001t Asset Transfers – Number of Requests Agreed	0	N/A	Shona Smith																										
CP04-P001u Asset Transfers – Number of Requests Refused	0	N/A	Shona Smith																										
CP04-P001v Participation requests – Number of requests Received	<p>Exec PMF 2018 EVC Participation Requests</p> <table border="1"> <caption>Participation Requests Data</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P001v (Received)</th> <th>CP04-P001w (Agreed)</th> <th>CP04-P001x (Refused)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2017/18</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2017/18</td> <td>1</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2017/18</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Q1 2018/19</td> <td>3</td> <td>1</td> <td>0</td> </tr> </tbody> </table>	Quarter	CP04-P001v (Received)	CP04-P001w (Agreed)	CP04-P001x (Refused)	Q1 2017/18	0	0	0	Q2 2017/18	0	0	0	Q3 2017/18	1	0	0	Q4 2017/18	0	0	1	Q1 2018/19	3	1	0	3	<p>Observations: Participation Requests, Part 3 of the Community Empowerment (Scotland) Act 2015, came in to force on 1 April 2017. This part of the Act gives community groups the right to request to be involved in a process to improve the outcome of a service delivered by the Council. During Q1 one participation request was received and an outcome improvement process put in place. Two requests were received with additional information being gathered prior to the validation of the requests.</p>	N/A	Shona Smith
Quarter		CP04-P001v (Received)	CP04-P001w (Agreed)	CP04-P001x (Refused)																									
Q1 2017/18		0	0	0																									
Q2 2017/18	0	0	0																										
Q3 2017/18	1	0	0																										
Q4 2017/18	0	0	1																										
Q1 2018/19	3	1	0																										
CP04-P001w Participation requests – Number of requests Agreed	1	N/A	Shona Smith																										
CP04-P001x Participation requests – Number of requests Refused	0	N/A	Shona Smith																										

Appendix 1c
Executive Performance Report
2018/19: Quarter 1

Context Indicators

Our Services for You: CONTEXT Indicators 

Context Indicator	Trend Chart	Value	Commentary	Managed By												
CP01-P001jP Number of Planning Applications Received	 <p>CP01-P001jP How many planning applications do we receive?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>374</td> </tr> <tr> <td>Q2 2017/18</td> <td>319</td> </tr> <tr> <td>Q3 2017/18</td> <td>302</td> </tr> <tr> <td>Q4 2017/18</td> <td>312</td> </tr> <tr> <td>Q1 2018/19</td> <td>354</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	374	Q2 2017/18	319	Q3 2017/18	302	Q4 2017/18	312	Q1 2018/19	354	354	<p>Observations: Application numbers in Q1 totalled 354, 42 more than the previous quarter and 20 fewer than Q1 2017/18. The total number of applications received in the first 6 months of 2018 was 666, a reduction of 93 (or 12%) on the same period in 2017.</p>	Ian Aikman
Quarter	Value															
Q1 2017/18	374															
Q2 2017/18	319															
Q3 2017/18	302															
Q4 2017/18	312															
Q1 2018/19	354															

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
<p>CP05-P001aP Number of people killed on Border Roads</p>	<p>CP05-P001aP How many people are killed on our roads?</p> <table border="1"> <caption>Data for CP05-P001aP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2017</td> <td>2</td> <td>0</td> </tr> <tr> <td>Q3 2017</td> <td>2</td> <td>0</td> </tr> <tr> <td>Q4 2017</td> <td>3</td> <td>0</td> </tr> <tr> <td>Q1 2018</td> <td>2</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017	0	0	Q2 2017	2	0	Q3 2017	2	0	Q4 2017	3	0	Q1 2018	2	0	2	<p>Observations: Unfortunately there were 2 fatalities on Scottish Borders roads in Q1 of 2018; occurring on consecutive days in March. There were no fatalities in the comparative period in 2017. There were 10 serious casualties on Scottish Borders roads in Q1 of 2018. The comparative figure in 2017 was 7.</p>	Brian Young
Quarter	Quarters	Target (Quarters)																				
Q1 2017	0	0																				
Q2 2017	2	0																				
Q3 2017	2	0																				
Q4 2017	3	0																				
Q1 2018	2	0																				
<p>CP05-P001bP Number of people seriously injured on Border Roads</p>	<p>CP05-P001bP How many people are seriously injured on our roads?</p> <table border="1"> <caption>Data for CP05-P001bP</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017</td> <td>7</td> <td>0</td> </tr> <tr> <td>Q2 2017</td> <td>13</td> <td>0</td> </tr> <tr> <td>Q3 2017</td> <td>14</td> <td>0</td> </tr> <tr> <td>Q4 2017</td> <td>20</td> <td>0</td> </tr> <tr> <td>Q1 2018</td> <td>10</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017	7	0	Q2 2017	13	0	Q3 2017	14	0	Q4 2017	20	0	Q1 2018	10	0	10	<p><i>Note: Previously published Q4 2017 figures have been updated following receipt of validated information from Police Scotland. Quarters are "Calendar" year basis.</i></p>	Brian Young
Quarter	Quarters	Target (Quarters)																				
Q1 2017	7	0																				
Q2 2017	13	0																				
Q3 2017	14	0																				
Q4 2017	20	0																				
Q1 2018	10	0																				

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																								
CP07-P001cP Capital Receipts Generated (cumulative)	<p>CP07-P001cP How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)</p> <table border="1"> <caption>CP07-P001cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>231,600.00</td> </tr> <tr> <td>Q2 2017/18</td> <td>235,238.00</td> </tr> <tr> <td>Q3 2017/18</td> <td>379,862.00</td> </tr> <tr> <td>Q4 2017/18</td> <td>380,343.00</td> </tr> <tr> <td>Q1 2018/19</td> <td>113,900.00</td> </tr> </tbody> </table>	Quarter	Value (£)	Q1 2017/18	231,600.00	Q2 2017/18	235,238.00	Q3 2017/18	379,862.00	Q4 2017/18	380,343.00	Q1 2018/19	113,900.00	£113,900.00	<p>Observations: A total of 3 properties have been sold in Q1 generating a Capital Receipt of £113,900. The Target for 2018/19 has been forecast at £1.621m</p>	Neil Hastie												
Quarter	Value (£)																											
Q1 2017/18	231,600.00																											
Q2 2017/18	235,238.00																											
Q3 2017/18	379,862.00																											
Q4 2017/18	380,343.00																											
Q1 2018/19	113,900.00																											
CP07-P001dP Total no. of properties surplus to requirements	<p>Exec PMF 2018 OSFY Properties Marketed</p> <table border="1"> <caption>Exec PMF 2018 OSFY Properties Marketed Data</caption> <thead> <tr> <th>Quarter</th> <th>CP07-P001dP</th> <th>CP07-P001eP</th> <th>CP07-P001fP</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>24</td> <td>7</td> <td>9</td> </tr> <tr> <td>Q2 2017/18</td> <td>22</td> <td>8</td> <td>9</td> </tr> <tr> <td>Q3 2017/18</td> <td>28</td> <td>4</td> <td>12</td> </tr> <tr> <td>Q4 2017/18</td> <td>21</td> <td>8</td> <td>8</td> </tr> <tr> <td>Q1 2018/19</td> <td>25</td> <td>8</td> <td>8</td> </tr> </tbody> </table>	Quarter	CP07-P001dP	CP07-P001eP	CP07-P001fP	Q1 2017/18	24	7	9	Q2 2017/18	22	8	9	Q3 2017/18	28	4	12	Q4 2017/18	21	8	8	Q1 2018/19	25	8	8	25	<p>Observations: There are currently 25 properties surplus to the Councils requirements. A total of 8 are actively being marketed and a further 8 are under offer. Settlement dates for the conclusion of sales on these are actively being pursued through Legal Services for Q2. Duns Former Primary School and Rose Lane Offices, Kelso will be coming to the market soon once legal and IT issues are resolved.</p>	Neil Hastie
Quarter		CP07-P001dP	CP07-P001eP	CP07-P001fP																								
Q1 2017/18		24	7	9																								
Q2 2017/18	22	8	9																									
Q3 2017/18	28	4	12																									
Q4 2017/18	21	8	8																									
Q1 2018/19	25	8	8																									
CP07-P001eP Total no. of properties actively being marketed	8	Neil Hastie																										
CP07-P001fP Total no. of properties progressed to "under offer"	8	Neil Hastie																										
CP08-P063P Face-to-Face interactions (taken through CRM) by Customer Services	<p>CP08-P063P How many people were logged as coming into our Contact Centres to deal with our Customer Services staff face to face? (CP08-P63P)</p> <table border="1"> <caption>CP08-P063P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>15,965</td> </tr> <tr> <td>Q2 2017/18</td> <td>16,811</td> </tr> <tr> <td>Q3 2017/18</td> <td>14,449</td> </tr> <tr> <td>Q4 2017/18</td> <td>15,207</td> </tr> <tr> <td>Q1 2018/19</td> <td>15,245</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	15,965	Q2 2017/18	16,811	Q3 2017/18	14,449	Q4 2017/18	15,207	Q1 2018/19	15,245	15,245	<p>Observations: There has been an increase of 38 face-to face interactions during Q1 2018/19 when compared with Q4 2017/18. In comparison to Q1 2017/18 there has been a decrease of 720 face-to-face interactions. The decrease in face-face interactions when compared with the same quarter last year could be a result of increased work on moving more of our services online.</p>	Les Grant												
Quarter	Value																											
Q1 2017/18	15,965																											
Q2 2017/18	16,811																											
Q3 2017/18	14,449																											
Q4 2017/18	15,207																											
Q1 2018/19	15,245																											

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By												
CP08-P066P Total number of interactions (taken through CRM) by Customer Services	<p>CP08-P066P How many transactions were logged as handled by Customer Services staff?</p> <table border="1"> <caption>Quarterly Transactions Data</caption> <thead> <tr> <th>Quarter</th> <th>Transactions</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>43,623</td> </tr> <tr> <td>Q2 2017/18</td> <td>44,724</td> </tr> <tr> <td>Q3 2017/18</td> <td>37,861</td> </tr> <tr> <td>Q4 2017/18</td> <td>43,118</td> </tr> <tr> <td>Q1 2018/19</td> <td>42,257</td> </tr> </tbody> </table>	Quarter	Transactions	Q1 2017/18	43,623	Q2 2017/18	44,724	Q3 2017/18	37,861	Q4 2017/18	43,118	Q1 2018/19	42,257	42,257	<p>Observations:</p> <p>In Q1 2018/19 there was a decrease of 861 transactions taken through CRM when compared with Q4 2017/18. When compared to Q1 2017/18 there has also been a decrease of 1,366 interactions.</p> <p>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.</p>	Les Grant
Quarter	Transactions															
Q1 2017/18	43,623															
Q2 2017/18	44,724															
Q3 2017/18	37,861															
Q4 2017/18	43,118															
Q1 2018/19	42,257															

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
CP08-P010P Number of Complaints Closed	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table border="1"> <caption>Complaints Closed by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Complaints Closed</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>142</td> <td>142</td> </tr> <tr> <td>Q2 2017/18</td> <td>182</td> <td>182</td> </tr> <tr> <td>Q3 2017/18</td> <td>123</td> <td>123</td> </tr> <tr> <td>Q4 2017/18</td> <td>159</td> <td>159</td> </tr> <tr> <td>Q1 2018/19</td> <td>226</td> <td>226</td> </tr> </tbody> </table>	Quarter	Complaints Closed	Target (Quarters)	Q1 2017/18	142	142	Q2 2017/18	182	182	Q3 2017/18	123	123	Q4 2017/18	159	159	Q1 2018/19	226	226	226	See Comments below	Les Grant
Quarter	Complaints Closed	Target (Quarters)																				
Q1 2017/18	142	142																				
Q2 2017/18	182	182																				
Q3 2017/18	123	123																				
Q4 2017/18	159	159																				
Q1 2018/19	226	226																				

Observations:

During Q1 2018/19 the number of Complaints closed was 226. 32% of complaints were justified, 42% were unjustified and 26% were policy complaints.

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. 17% of complaints closed were undefined in Q1.

Note that small variations in the table total vs the indicator overall are due to the time lag in preparation of the commentary)

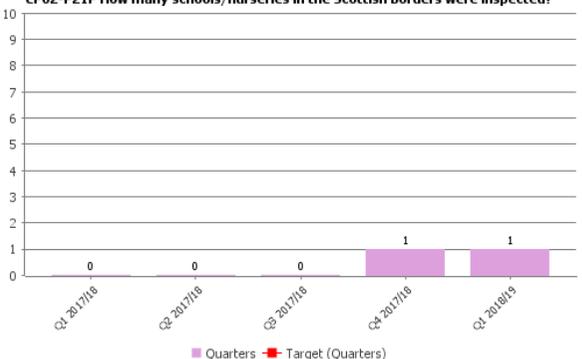
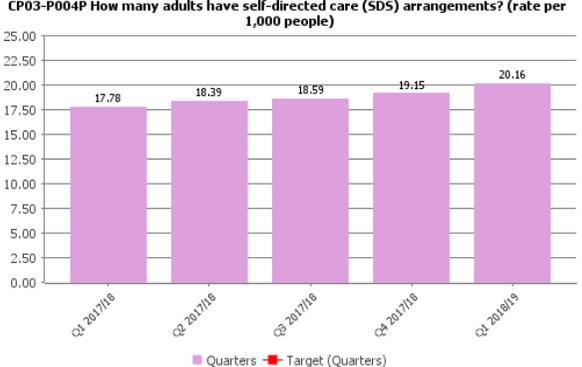
	Berwickshire	Cheviot	Eildon	Teviot	Tweeddale	Undefined	Summary
Delay in Responding	1	1	4	5	3	2	16
Employee Attitude	5	3	8	10	4	2	32
Failure to Del Ser	12	13	17	7	9	5	63
Other	12	7	9	3	12	11	54
Policy	18	2	5	6	8	18	57
Bias or Discrimination	0	0	5	0	1	0	6
Totals	48	26	48	31	37	38	228

Berwickshire and Eildon were the areas with the highest number of complaints closed (21% each) with the most frequent classification reason being 'Failure to Deliver Service' (28%). Cheviot had the fewest no. of complaints closed at 11%.

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By												
CP08-P053P FOI Requests Received	<p>CP08-P053P How many requests for information, under the Freedom of Information Act, did we receive?</p> <table border="1"> <caption>FOI Requests Received Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>279</td> </tr> <tr> <td>Q2 2017/18</td> <td>288</td> </tr> <tr> <td>Q3 2017/18</td> <td>369</td> </tr> <tr> <td>Q4 2017/18</td> <td>343</td> </tr> <tr> <td>Q1 2018/19</td> <td>352</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	279	Q2 2017/18	288	Q3 2017/18	369	Q4 2017/18	343	Q1 2018/19	352	352	<p>Observations: Scottish Borders Council received 352 requests for information in Q1 2018/19, 9 higher than Q4 2017/18 and 17 fewer than in Q3 2017/18.</p>	Nuala McKinlay
Quarter	Value															
Q1 2017/18	279															
Q2 2017/18	288															
Q3 2017/18	369															
Q4 2017/18	343															
Q1 2018/19	352															
CP08-P159 Number of Facebook Engagements	<p>CP08-P159 Number of Facebook Engagements</p> <table border="1"> <caption>Number of Facebook Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>42,973</td> </tr> <tr> <td>Q2 2017/18</td> <td>44,405</td> </tr> <tr> <td>Q3 2017/18</td> <td>45,061</td> </tr> <tr> <td>Q4 2017/18</td> <td>420,731</td> </tr> <tr> <td>Q1 2018/19</td> <td>59,448</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	42,973	Q2 2017/18	44,405	Q3 2017/18	45,061	Q4 2017/18	420,731	Q1 2018/19	59,448	59,448	<p>Observations: On Facebook, SBC posts reached an estimated 371,265 people (total of weekly unique reach), with 59,448 engaging (liking, commenting, sharing) with posts (+16,475 on Q1 2017/18). At the end of Q1 the number of followers was 19,758 (+116 since start Q1). During the quarter we put out 314 Facebook posts. Topics generating interest included advice on road safety around horse riders, Galashiels Play Park, School Term Dates, the re-opening of Lowood Bridge and Modern Apprentice Vacancies.</p>	Tracey Graham
Quarter	Value															
Q1 2017/18	42,973															
Q2 2017/18	44,405															
Q3 2017/18	45,061															
Q4 2017/18	420,731															
Q1 2018/19	59,448															
CP08-P160 Number of Twitter Engagements	<p>CP08-P160 Number of Twitter Engagements</p> <table border="1"> <caption>Number of Twitter Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>14,284</td> </tr> <tr> <td>Q2 2017/18</td> <td>10,994</td> </tr> <tr> <td>Q3 2017/18</td> <td>11,781</td> </tr> <tr> <td>Q4 2017/18</td> <td>85,746</td> </tr> <tr> <td>Q1 2018/19</td> <td>11,702</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	14,284	Q2 2017/18	10,994	Q3 2017/18	11,781	Q4 2017/18	85,746	Q1 2018/19	11,702	11,702	<p>Observations: During the quarter Twitter post links were clicked 11,702 times (-2,582 on Q1 2017/18). The number of followers at Q1 end was 11,990 (+186 since start Q1).</p>	Tracey Graham
Quarter	Value															
Q1 2017/18	14,284															
Q2 2017/18	10,994															
Q3 2017/18	11,781															
Q4 2017/18	85,746															
Q1 2018/19	11,702															

Independent, Achieving People: CONTEXT Indicators 

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
CP02-P21P Number of Schools/Nurseries inspected per Quarter	<p>CP02-P21P How many schools/nurseries in the Scottish Borders were inspected?</p>  <table border="1"> <caption>Data for CP02-P21P Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q2 2017/18</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q3 2017/18</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2017/18</td> <td>1</td> <td>1</td> </tr> <tr> <td>Q1 2018/19</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Quarter	Value	Target (Quarters)	Q1 2017/18	0	0	Q2 2017/18	0	0	Q3 2017/18	0	0	Q4 2017/18	1	1	Q1 2018/19	1	1	1	<p>Observations: One inspection during Q1. Howdenburn Primary School and Nursery received a full inspection. Howdenburn Primary School Report was satisfactory overall with areas highlighted for improvement.</p> <p>For individual school inspection reports please visit the Education Scotland website.</p>	Donna Manson
Quarter	Value	Target (Quarters)																				
Q1 2017/18	0	0																				
Q2 2017/18	0	0																				
Q3 2017/18	0	0																				
Q4 2017/18	1	1																				
Q1 2018/19	1	1																				
Page 61 CP03-P004P Adults with self-directed care arrangements per 1,000 population	<p>CP03-P004P How many adults have self-directed care (SDS) arrangements? (rate per 1,000 people)</p>  <table border="1"> <caption>Data for CP03-P004P Trend Chart</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>17.78</td> <td>17.78</td> </tr> <tr> <td>Q2 2017/18</td> <td>18.39</td> <td>18.39</td> </tr> <tr> <td>Q3 2017/18</td> <td>18.59</td> <td>18.59</td> </tr> <tr> <td>Q4 2017/18</td> <td>19.15</td> <td>19.15</td> </tr> <tr> <td>Q1 2018/19</td> <td>20.16</td> <td>20.16</td> </tr> </tbody> </table>	Quarter	Value	Target (Quarters)	Q1 2017/18	17.78	17.78	Q2 2017/18	18.39	18.39	Q3 2017/18	18.59	18.59	Q4 2017/18	19.15	19.15	Q1 2018/19	20.16	20.16	20.16	<p>Observations: By the end of 2018 there was 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.</p> <p>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 indicator "Percentage of Clients using the SDS approach based on Finance Commitment Records".</p>	Murray Leys
Quarter	Value	Target (Quarters)																				
Q1 2017/18	17.78	17.78																				
Q2 2017/18	18.39	18.39																				
Q3 2017/18	18.59	18.59																				
Q4 2017/18	19.15	19.15																				
Q1 2018/19	20.16	20.16																				

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
CP03-P149P Adult protection - Number of Concerns	<table border="1"> <caption>CP03-P149P Adult protection - Number of Concerns</caption> <thead> <tr> <th>Quarter</th> <th>Number of Concerns</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>49</td> </tr> <tr> <td>Q2 2017/18</td> <td>74</td> </tr> <tr> <td>Q3 2017/18</td> <td>79</td> </tr> <tr> <td>Q4 2017/18</td> <td>75</td> </tr> <tr> <td>Q1 2018/19</td> <td>96</td> </tr> </tbody> </table>	Quarter	Number of Concerns	Q1 2017/18	49	Q2 2017/18	74	Q3 2017/18	79	Q4 2017/18	75	Q1 2018/19	96	96	<p>Observations:</p> <p>We continued to see an increasing trend in the number of concerns raised. Q1 has seen a significant increase in the number of concerns raised after a small decrease in Q4.</p>	Murray Leys								
Quarter	Number of Concerns																							
Q1 2017/18	49																							
Q2 2017/18	74																							
Q3 2017/18	79																							
Q4 2017/18	75																							
Q1 2018/19	96																							
CP03-P150P Adult protection - Number of Investigations	<table border="1"> <caption>CP03-P150P Adult protection - Number of Investigations</caption> <thead> <tr> <th>Quarter</th> <th>Number of Investigations</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>21</td> </tr> <tr> <td>Q2 2017/18</td> <td>38</td> </tr> <tr> <td>Q3 2017/18</td> <td>40</td> </tr> <tr> <td>Q4 2017/18</td> <td>32</td> </tr> <tr> <td>Q1 2018/19</td> <td>44</td> </tr> </tbody> </table>	Quarter	Number of Investigations	Q1 2017/18	21	Q2 2017/18	38	Q3 2017/18	40	Q4 2017/18	32	Q1 2018/19	44	44	<p>Observations:</p> <p>There has been a significant increase in investigations in Q1 after a small drop in the number of investigations in quarter 4.</p>	Murray Leys								
Quarter	Number of Investigations																							
Q1 2017/18	21																							
Q2 2017/18	38																							
Q3 2017/18	40																							
Q4 2017/18	32																							
Q1 2018/19	44																							
CP03-P083P Number of Looked After Children (LAC)	<table border="1"> <caption>CP03-P083P Number of Looked After Children (LAC)</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>225</td> <td>235</td> <td>225</td> </tr> <tr> <td>Q2</td> <td>225</td> <td>235</td> <td>213</td> </tr> <tr> <td>Q3</td> <td>225</td> <td>235</td> <td>213</td> </tr> <tr> <td>Q4</td> <td>225</td> <td>235</td> <td>213</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	225	235	225	Q2	225	235	213	Q3	225	235	213	Q4	225	235	213	213	<p>Observations:</p> <p>Q1 has seen a reduction in the number of looked after children. This figure is a snap shot during the last month of the quarter and fluctuates throughout the time period. Recent larger family groups have influenced the fluctuations in number of looked after children. Historically family groups with two or less individuals have made up the looked after children numbers. However, we have seen larger family groups of three or four becoming more frequent.</p>	Donna Manson
Quarter	2016/17	2017/18	2018/19																					
Q1	225	235	225																					
Q2	225	235	213																					
Q3	225	235	213																					
Q4	225	235	213																					

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
<p>CP03-P085P</p> <p>Number of Inter-agency Referral Discussions (IRDs) held about a child</p>	<p>CP03-P085P Number of Inter-agency Discussions (IRDs) held</p> <table border="1"> <caption>CP03-P085P Number of Inter-agency Discussions (IRDs) held</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>125</td> <td>120</td> <td>170</td> </tr> <tr> <td>Q2</td> <td>125</td> <td>120</td> <td>135</td> </tr> <tr> <td>Q3</td> <td>170</td> <td>155</td> <td>165</td> </tr> <tr> <td>Q4</td> <td>135</td> <td>165</td> <td>165</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	125	120	170	Q2	125	120	135	Q3	170	155	165	Q4	135	165	165	<p>170</p>	<p>Observations:</p> <p>The number of Inter-agency Referral Discussions (IRD) continues to fluctuate over the quarters. As children are brought to the attention of Social Care via other agencies, organisation or the public, a co-ordinated response is provided.</p> <p>IRD's provide a whole system co-ordinated approach to ensuring vulnerable children are highlighted, supported and their situation monitored to provide stability.</p>	<p>Donna Manson</p>
Quarter	2016/17	2017/18	2018/19																					
Q1	125	120	170																					
Q2	125	120	135																					
Q3	170	155	165																					
Q4	135	165	165																					
<p>CP03-P086P</p> <p>Number of children on Child Protection Register</p>	<p>CP03-P086P Number of children on Child Protection Register</p> <table border="1"> <caption>CP03-P086P Number of children on Child Protection Register</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>65</td> <td>35</td> <td>43</td> </tr> <tr> <td>Q2</td> <td>65</td> <td>35</td> <td>32</td> </tr> <tr> <td>Q3</td> <td>65</td> <td>32</td> <td>42</td> </tr> <tr> <td>Q4</td> <td>55</td> <td>42</td> <td>42</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	65	35	43	Q2	65	35	32	Q3	65	32	42	Q4	55	42	42	<p>43</p>	<p>Observations:</p> <p>We continue to see fluctuating levels of children on the Child Protection Register. Following a peak in Q3 2016/17 levels have reduced. We also are seeing a reduction in the number of large family groups being subject to registration which further reduces the overall number.</p>	<p>Donna Manson</p>
Quarter	2016/17	2017/18	2018/19																					
Q1	65	35	43																					
Q2	65	35	32																					
Q3	65	32	42																					
Q4	55	42	42																					

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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
<p>CP03-P037P</p> <p>Number of reported incidents of domestic abuse (cumulative)</p> <p>Page 64</p>	<p>CP03-P037P How many incidents of domestic abuse are reported to Police Scotland? (cumulative)</p> <table border="1"> <caption>Data for CP03-P037P Trend Chart</caption> <thead> <tr> <th>Year</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~200</td> <td>~280</td> <td>~280</td> </tr> <tr> <td>Q2</td> <td>~450</td> <td>~580</td> <td>~580</td> </tr> <tr> <td>Q3</td> <td>~650</td> <td>~830</td> <td>~830</td> </tr> <tr> <td>Q4</td> <td>~880</td> <td>~1000</td> <td>~1000</td> </tr> </tbody> </table>	Year	2016/17	2017/18	2018/19	Q1	~200	~280	~280	Q2	~450	~580	~580	Q3	~650	~830	~830	Q4	~880	~1000	~1000	<p>270</p>	<p>Where we are currently</p> <p>3 fewer incidents reported in the year to date 2018/19 when compared to the same time period in 2017/18.</p> <p>Our Successes/Our Issues</p> <p>The CEDAR Mum graduates were recently awarded an Adult Learner Award in the Scottish Borders in recognition of their journey to being able to present at the CEDAR Conference and discuss openly their experiences of domestic abuse.</p> <p>Safe Communities have been asked to partner with the Safe Lives Training Consortium to deliver Domestic Abuse Matters to Police Scotland staff. This is a significant indication of the contribution of the skills and experience of staff in the Borders and Safe Lives have been awarded this contract by Police Scotland to train 14,000 police officers on the new domestic abuse legislation. This will mean four members of the Safer Communities domestic abuse team will co-deliver with police staff on average once/month for 12 months. There will be a payment for this delivery.</p> <p>- The new data protection legislation is having a significant impact on the information provided on police referrals and the ability for staff to risk manage and safety plan with high risk victims of domestic abuse. Safer Communities have raised this with Police Scotland and are happy that there are plans to try and address these issues which are being felt across Scotland.</p> <p>Service Update</p> <p>- Referrals to Safer Communities Domestic abuse services are significantly higher than last year at this point, up 37.3%. This is in part due to all services now being fully operational.</p>	<p>Graham Jones</p>
Year	2016/17	2017/18	2018/19																					
Q1	~200	~280	~280																					
Q2	~450	~580	~580																					
Q3	~650	~830	~830																					
Q4	~880	~1000	~1000																					

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
<p>CP03-P158 Number of Referrals To Domestic Abuse Services (Cumulative)</p>	<p>CP03-P158 Number of Referrals To SBC Domestic Abuse Services (Cumulative)</p> <table border="1"> <caption>CP03-P158 Number of Referrals To SBC Domestic Abuse Services (Cumulative)</caption> <thead> <tr> <th>Year</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100</td> <td>140</td> <td>190</td> </tr> <tr> <td>Q2</td> <td>210</td> <td>290</td> <td>300</td> </tr> <tr> <td>Q3</td> <td>310</td> <td>550</td> <td>430</td> </tr> <tr> <td>Q4</td> <td>430</td> <td>750</td> <td>750</td> </tr> </tbody> </table>	Year	2016/17	2017/18	2018/19	Q1	100	140	190	Q2	210	290	300	Q3	310	550	430	Q4	430	750	750	<p>184</p>	<p>Observations: Referrals into SBC domestic abuse services are 37.3% (50 referrals) higher than 2017/18 at the same point in time. all services are now fully operational.</p>	<p>Graham Jones</p>
Year	2016/17	2017/18	2018/19																					
Q1	100	140	190																					
Q2	210	290	300																					
Q3	310	550	430																					
Q4	430	750	750																					
<p>CP03-P141 Number of ASB Incidents (cumulative)</p>	<p>CP03-P141 Number of reported ASB incidents received via ASBU, RSL and Police Scotland (cumulative)</p> <table border="1"> <caption>CP03-P141 Number of reported ASB incidents received via ASBU, RSL and Police Scotland (cumulative)</caption> <thead> <tr> <th>Year</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>3,500</td> <td>4,500</td> <td>4,200</td> </tr> <tr> <td>Q2</td> <td>7,500</td> <td>8,500</td> <td>8,000</td> </tr> <tr> <td>Q3</td> <td>10,500</td> <td>12,000</td> <td>11,000</td> </tr> <tr> <td>Q4</td> <td>14,000</td> <td>15,500</td> <td>14,500</td> </tr> </tbody> </table>	Year	2016/17	2017/18	2018/19	Q1	3,500	4,500	4,200	Q2	7,500	8,500	8,000	Q3	10,500	12,000	11,000	Q4	14,000	15,500	14,500	<p>3,957</p>	<p>Observations: A decrease of 257 incidents in the year to date in 2018/19 when compared to 2017/18 for the same time period, which equates to a 6.1% decrease. We continue to identify and intervene early in cases of antisocial behaviour</p>	<p>Graham Jones</p>
Year	2016/17	2017/18	2018/19																					
Q1	3,500	4,500	4,200																					
Q2	7,500	8,500	8,000																					
Q3	10,500	12,000	11,000																					
Q4	14,000	15,500	14,500																					



Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
CP03-P118 Number of ASB Early Interventions	<p>CP03-P118 Number of early Interventions made by ASB Partners (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>300</td> <td>240</td> <td>230</td> </tr> <tr> <td>Q2</td> <td>350</td> <td>390</td> <td>380</td> </tr> <tr> <td>Q3</td> <td>570</td> <td>600</td> <td>600</td> </tr> <tr> <td>Q4</td> <td>800</td> <td>800</td> <td>800</td> </tr> </tbody> </table>	Year	2016/17	2017/18	2018/19	Q1	300	240	230	Q2	350	390	380	Q3	570	600	600	Q4	800	800	800	226	<p>Where we are currently</p> <p>A decrease of 16 interventions in the year to date when compared to 2017/18, which equates to a 6.6% decrease. However, early interventions have helped to reduce the number of people being monitored for antisocial behaviour, which is positive.</p> <p>Our Successes/Our Issues</p> <p>We continue to work as a partnership to share information and respond in a coordinated way.</p> <p>What we are doing</p> <p>We are using analysis to better understand antisocial behaviour and to improve the approach being taken and the outcomes for complainers.</p>	Graham Jones
Year	2016/17	2017/18	2018/19																					
Q1	300	240	230																					
Q2	350	390	380																					
Q3	570	600	600																					
Q4	800	800	800																					
Page 66 CP03-P119 Number monitored for ASB	<p>CP03-P119 Number of persons being monitored for antisocial behaviour (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>480</td> <td>450</td> <td>430</td> </tr> <tr> <td>Q2</td> <td>980</td> <td>850</td> <td>820</td> </tr> <tr> <td>Q3</td> <td>1380</td> <td>1250</td> <td>1220</td> </tr> <tr> <td>Q4</td> <td>1780</td> <td>1680</td> <td>1650</td> </tr> </tbody> </table>	Year	2016/17	2017/18	2018/19	Q1	480	450	430	Q2	980	850	820	Q3	1380	1250	1220	Q4	1780	1680	1650	416	<p>Where we are currently</p> <p>25 fewer persons being monitored for antisocial behaviour in the year to date when compared to 2017/18, which equates to a 5.7% reduction.</p> <p>Our Successes/Our Issues</p> <ul style="list-style-type: none"> - The 5.7% reduction in people being monitored for ASB is positive, despite there being a small reduction in the number of early interventions in the first quarter of 2018/19. <p>What we are doing</p> <ul style="list-style-type: none"> - We are continuously looking at what other agencies do or what diversions can be implemented. - A formal process exists between partner agencies to take a consistent approach to addressing antisocial behaviour 	Graham Jones
Year	2016/17	2017/18	2018/19																					
Q1	480	450	430																					
Q2	980	850	820																					
Q3	1380	1250	1220																					
Q4	1780	1680	1650																					

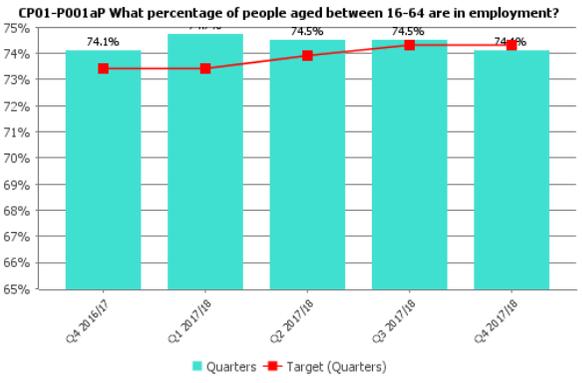
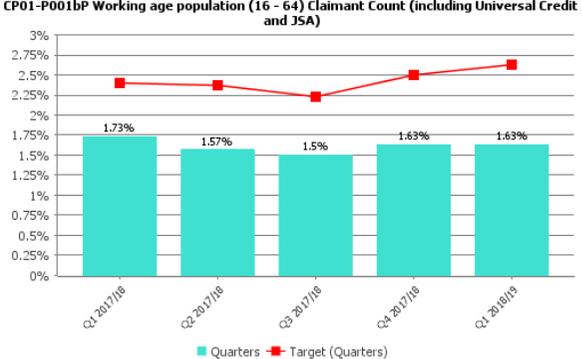
Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
CP03-P120 Number of referrals to mediation	<p>CP03-P120 Number of mediation referrals (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>35</td> <td>65</td> <td>100</td> <td>150</td> </tr> <tr> <td>2017/18</td> <td>50</td> <td>80</td> <td>125</td> <td>152</td> </tr> <tr> <td>2018/19</td> <td>-</td> <td>-</td> <td>-</td> <td>152</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	35	65	100	150	2017/18	50	80	125	152	2018/19	-	-	-	152	152 (Q4)	<i>Note: Q1 data awaited.</i>	Graham Jones
Year	Q1	Q2	Q3	Q4																				
2016/17	35	65	100	150																				
2017/18	50	80	125	152																				
2018/19	-	-	-	152																				
Page 67 CP03-P039P Number of Group 1-5 recorded crimes and offences (cumulative)	<p>CP03-P039P How many crimes and offences are recorded by Police Scotland? (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>800</td> <td>1600</td> <td>2300</td> <td>3100</td> </tr> <tr> <td>2017/18</td> <td>1000</td> <td>1800</td> <td>2600</td> <td>3400</td> </tr> <tr> <td>2018/19</td> <td>900</td> <td>1700</td> <td>2500</td> <td>891</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2016/17	800	1600	2300	3100	2017/18	1000	1800	2600	3400	2018/19	900	1700	2500	891	891	<p>Where we are currently A 5.4% decrease in group 1-5 crimes in 2018/19 when compared to the same time period in 2017/18, which equates to 51 fewer victims.</p> <p>Our Successes/Our Issues - There has been an increase in drug related crimes and also minor (common assault) in the year to date in 2018/19, when compared to the same time period in 2017/18, but there has been an overall decrease in crime rates, which is positive.</p> <p>What we are doing - Ongoing proactive tactics are being implemented by Police Scotland to deter, disrupt and detect drug related crime. The newly formed Police Community Action Team have had some notable successes in detecting drug related crime. - Tackling violent crime is a Police and SBC priority.</p>	Graham Jones
Year	Q1	Q2	Q3	Q4																				
2016/17	800	1600	2300	3100																				
2017/18	1000	1800	2600	3400																				
2018/19	900	1700	2500	891																				

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By
CP06-P037P Current Modern Apprentices employed within SBC	<p>Exec PMF 2018 IAP Combined Chart Modern Apprentices</p>	39	<p>Observations: The number of modern apprentices has increased to 39. Departments continue to show an interest in recruiting modern apprentices. This includes "first time" and "repeat" recruiting departments.</p>	Cathie Fancy
CP06-P37b New Modern Apprentices employed by SBC		13 (NEW PI)		Cathie Fancy
CP06-P37c Modern Apprentices securing SBC employment after apprenticeship		0 (NEW PI)		Cathie Fancy

A Thriving Economy, with Opportunities for Everyone: CONTEXT Indicators 

Context Indicator	Trend Chart	Value	Commentary	Managed By												
CP01-P001aP Working age population (16 - 64) employment rate	 <p>CP01-P001aP What percentage of people aged between 16-64 are in employment?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q4 2018/17</td> <td>74.1%</td> </tr> <tr> <td>Q1 2017/18</td> <td>74.5%</td> </tr> <tr> <td>Q2 2017/18</td> <td>74.5%</td> </tr> <tr> <td>Q3 2017/18</td> <td>74.5%</td> </tr> <tr> <td>Q4 2017/18</td> <td>74.1%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q4 2018/17	74.1%	Q1 2017/18	74.5%	Q2 2017/18	74.5%	Q3 2017/18	74.5%	Q4 2017/18	74.1%	74.1%	<p>Observations:</p> <p>The number of people in work in the Scottish Borders is now 53,000 (74.1%), which is 500 less than in Q3 of 2017-18. The Scottish Borders rate is now below the Scottish rate (74.3%) and the UK rate (75.0%).</p> <p><i>Note: Red line indicates national rate, and one quarter lag in data</i></p>	Bryan McGrath
Quarter	Value (%)															
Q4 2018/17	74.1%															
Q1 2017/18	74.5%															
Q2 2017/18	74.5%															
Q3 2017/18	74.5%															
Q4 2017/18	74.1%															
CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	 <p>CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>1.73%</td> </tr> <tr> <td>Q2 2017/18</td> <td>1.57%</td> </tr> <tr> <td>Q3 2017/18</td> <td>1.5%</td> </tr> <tr> <td>Q4 2017/18</td> <td>1.63%</td> </tr> <tr> <td>Q1 2018/19</td> <td>1.63%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2017/18	1.73%	Q2 2017/18	1.57%	Q3 2017/18	1.5%	Q4 2017/18	1.63%	Q1 2018/19	1.63%	1.63%	<p>Observations:</p> <p>The average rate of people aged 16-64 claiming out of work benefits was 1.63%, lower than the Scottish rate of 2.63%. At the end of June 2018, there were 1,095 people claiming out of work benefits, which is 60 fewer than at the end of the last Quarter and 50 fewer than at the same time last year.</p> <p><i>Note: Red line indicates national rate</i></p>	Bryan McGrath
Quarter	Value (%)															
Q1 2017/18	1.73%															
Q2 2017/18	1.57%															
Q3 2017/18	1.5%															
Q4 2017/18	1.63%															
Q1 2018/19	1.63%															

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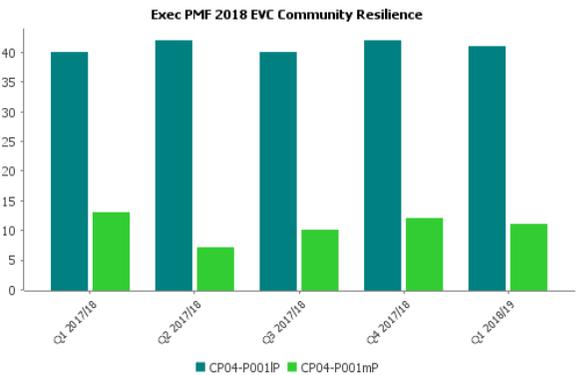
Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters (%)</th> <th>Target (Quarters) (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>3.47%</td> <td>3.47%</td> </tr> <tr> <td>Q2 2017/18</td> <td>3.44%</td> <td>3.44%</td> </tr> <tr> <td>Q3 2017/18</td> <td>3.28%</td> <td>3.44%</td> </tr> <tr> <td>Q4 2017/18</td> <td>3.45%</td> <td>3.44%</td> </tr> <tr> <td>Q1 2018/19</td> <td>3.47%</td> <td>3.44%</td> </tr> </tbody> </table>	Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2017/18	3.47%	3.47%	Q2 2017/18	3.44%	3.44%	Q3 2017/18	3.28%	3.44%	Q4 2017/18	3.45%	3.44%	Q1 2018/19	3.47%	3.44%	3.47%	<p>Observations:</p> <p>The average rate of people aged 18-24 claiming out of work benefits was 3.47% in the last Quarter, lower than the Scottish average of 3.77%. At the end of June 2018, there were 265 young people claiming out of work benefits, which was 20 less than at the end of the last Quarter and the same number as at the same time last year.</p> <p><i>Note: Red line indicates national rate</i></p>	Bryan McGrath
Quarter	Quarters (%)	Target (Quarters) (%)																				
Q1 2017/18	3.47%	3.47%																				
Q2 2017/18	3.44%	3.44%																				
Q3 2017/18	3.28%	3.44%																				
Q4 2017/18	3.45%	3.44%																				
Q1 2018/19	3.47%	3.44%																				
P001-P001fP Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001fP How many loans to local businesses did we award?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>3</td> <td>3</td> </tr> <tr> <td>Q2 2017/18</td> <td>2</td> <td>2</td> </tr> <tr> <td>Q3 2017/18</td> <td>0</td> <td>0</td> </tr> <tr> <td>Q4 2017/18</td> <td>3</td> <td>3</td> </tr> <tr> <td>Q1 2018/19</td> <td>0</td> <td>0</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017/18	3	3	Q2 2017/18	2	2	Q3 2017/18	0	0	Q4 2017/18	3	3	Q1 2018/19	0	0	0	<p>Observations:</p> <p>No loan applications were made in this Quarter.</p>	Bryan McGrath
Quarter	Quarters	Target (Quarters)																				
Q1 2017/18	3	3																				
Q2 2017/18	2	2																				
Q3 2017/18	0	0																				
Q4 2017/18	3	3																				
Q1 2018/19	0	0																				
CP01-P001gP Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001gP How much money did those loans add up to?</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>£46,111.24</td> <td>£46,111.24</td> </tr> <tr> <td>Q2 2017/18</td> <td>£40,000.00</td> <td>£40,000.00</td> </tr> <tr> <td>Q3 2017/18</td> <td>£0.00</td> <td>£0.00</td> </tr> <tr> <td>Q4 2017/18</td> <td>£41,148.00</td> <td>£41,148.00</td> </tr> <tr> <td>Q1 2018/19</td> <td>£0.00</td> <td>£0.00</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1 2017/18	£46,111.24	£46,111.24	Q2 2017/18	£40,000.00	£40,000.00	Q3 2017/18	£0.00	£0.00	Q4 2017/18	£41,148.00	£41,148.00	Q1 2018/19	£0.00	£0.00	£0.00	<p>Observations:</p> <p>No loan applications were made in this Quarter.</p>	Bryan McGrath
Quarter	Quarters	Target (Quarters)																				
Q1 2017/18	£46,111.24	£46,111.24																				
Q2 2017/18	£40,000.00	£40,000.00																				
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Q4 2017/18	£41,148.00	£41,148.00																				
Q1 2018/19	£0.00	£0.00																				

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
CP01-P001hP Scottish Borders Business Fund - Number of grants	<p>CP01-P001hP How many grants to local businesses did we award?</p> <table border="1"> <caption>CP01-P001hP: Number of grants awarded</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1-2017/18</td> <td>10</td> <td>7</td> </tr> <tr> <td>Q2-2017/18</td> <td>7</td> <td>7</td> </tr> <tr> <td>Q3-2017/18</td> <td>7</td> <td>7</td> </tr> <tr> <td>Q4-2017/18</td> <td>7</td> <td>7</td> </tr> <tr> <td>Q1-2018/19</td> <td>5</td> <td>7</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1-2017/18	10	7	Q2-2017/18	7	7	Q3-2017/18	7	7	Q4-2017/18	7	7	Q1-2018/19	5	7	5	<p>Observations:</p> <p>During this Quarter, 5 grants were approved from 7 applications. The amount of grant awarded was £13,127.43, which supported projects that included £26,814.57 of private sector leverage. These projects are expected to create 3 jobs (FTE) and safeguard a further 10 jobs. Sectors supported include tourism, creative, and textiles.</p>	Bryan McGrath
Quarter	Quarters	Target (Quarters)																				
Q1-2017/18	10	7																				
Q2-2017/18	7	7																				
Q3-2017/18	7	7																				
Q4-2017/18	7	7																				
Q1-2018/19	5	7																				
CP01-P001iP Scottish Borders Business Fund - Value of grants	<p>CP01-P001iP How much money did those grants add up to?</p> <table border="1"> <caption>CP01-P001iP: Value of grants awarded</caption> <thead> <tr> <th>Quarter</th> <th>Quarters</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1-2017/18</td> <td>£41,172.18</td> <td>£20,000.00</td> </tr> <tr> <td>Q2-2017/18</td> <td>£20,395.40</td> <td>£20,000.00</td> </tr> <tr> <td>Q3-2017/18</td> <td>£18,367.25</td> <td>£20,000.00</td> </tr> <tr> <td>Q4-2017/18</td> <td>£24,352.94</td> <td>£20,000.00</td> </tr> <tr> <td>Q1-2018/19</td> <td>£13,127.43</td> <td>£20,000.00</td> </tr> </tbody> </table>	Quarter	Quarters	Target (Quarters)	Q1-2017/18	£41,172.18	£20,000.00	Q2-2017/18	£20,395.40	£20,000.00	Q3-2017/18	£18,367.25	£20,000.00	Q4-2017/18	£24,352.94	£20,000.00	Q1-2018/19	£13,127.43	£20,000.00	£13,127.43	Bryan McGrath	
Quarter	Quarters	Target (Quarters)																				
Q1-2017/18	£41,172.18	£20,000.00																				
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Q1-2018/19	£13,127.43	£20,000.00																				

Empowered, Vibrant Communities: CONTEXT Indicators 

Context Indicator	Trend Chart	Value	Commentary	Managed By
CP04-P001IP No. of Active community resilience plans (cumulative)		41	<p>Observations: The number of active community resilience plans now stands at 41, 1 more than in Q1 2017/18. There are also currently 11 areas with a progressing "Resilient Communities" plan. We are working with a number of new communities who wish to become part of the initiative.</p>	Jim Fraser
CP04-P001mP No. of Progressing community resilience plans (cumulative)		11	<p>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:</p> <ul style="list-style-type: none"> . 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 <p>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/emergencies-and-safety/191/resilient-communities</p>	Jim Fraser

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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																		
CP04-P001aP Community Grant - No. of grants awarded	<p>CP04-P001aP How many grants did we award from the Community Grant Scheme?</p> <table border="1"> <caption>CP04-P001aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Grants Awarded</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>14</td> <td>10</td> </tr> <tr> <td>Q2 2017/18</td> <td>7</td> <td>10</td> </tr> <tr> <td>Q3 2017/18</td> <td>4</td> <td>10</td> </tr> <tr> <td>Q4 2017/18</td> <td>10</td> <td>10</td> </tr> <tr> <td>Q1 2018/19</td> <td>13</td> <td>10</td> </tr> </tbody> </table>	Quarter	Grants Awarded	Target (Quarters)	Q1 2017/18	14	10	Q2 2017/18	7	10	Q3 2017/18	4	10	Q4 2017/18	10	10	Q1 2018/19	13	10	13	<p>Observations:</p> <p>The number of awards in Q1 2018/19 was slightly lower than the equivalent period last year, 13 awards compared to 14 awards in Q1 2017/18.</p> <p>The total value of awards in Q1 2018/19 is £49,672 which is higher than £43,179 Q1 2017/18.</p> <p>The total project cost values in Q1 were £111,592 which is lower than Q1 2017/18 (£204,097).</p>	Shona Smith
Quarter	Grants Awarded	Target (Quarters)																				
Q1 2017/18	14	10																				
Q2 2017/18	7	10																				
Q3 2017/18	4	10																				
Q4 2017/18	10	10																				
Q1 2018/19	13	10																				
CP04-P001bP Community Grant - Value of funding granted	<p>Exec PMF 2018 EVC Community Grant</p> <table border="1"> <caption>Exec PMF 2018 EVC Community Grant Data</caption> <thead> <tr> <th>Quarter</th> <th>CP04-P001bP</th> <th>CP04-P001cP</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>£43,179</td> <td>£160,816</td> </tr> <tr> <td>Q2 2017/18</td> <td>£35,000</td> <td>£85,000</td> </tr> <tr> <td>Q3 2017/18</td> <td>£10,000</td> <td>£5,000</td> </tr> <tr> <td>Q4 2017/18</td> <td>£20,000</td> <td>£45,000</td> </tr> <tr> <td>Q1 2018/19</td> <td>£49,672</td> <td>£61,920</td> </tr> </tbody> </table>	Quarter	CP04-P001bP	CP04-P001cP	Q1 2017/18	£43,179	£160,816	Q2 2017/18	£35,000	£85,000	Q3 2017/18	£10,000	£5,000	Q4 2017/18	£20,000	£45,000	Q1 2018/19	£49,672	£61,920	£49,672	Shona Smith	
Quarter	CP04-P001bP	CP04-P001cP																				
Q1 2017/18	£43,179	£160,816																				
Q2 2017/18	£35,000	£85,000																				
Q3 2017/18	£10,000	£5,000																				
Q4 2017/18	£20,000	£45,000																				
Q1 2018/19	£49,672	£61,920																				
CP04-P001cP Community Grant Award - Total Project Cost		£111,592	Shona Smith																			

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Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By																				
<p>CP04-P001jP Quality of Life Fund – Total value of funds awarded (cumulative)</p>	<p>CP04-P001jP The Total value of funds awarded from the Quality of Life Fund (cumulative)</p> <table border="1"> <caption>Quality of Life Fund - Cumulative Funds Awarded</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~£40,000</td> <td>~£10,000</td> <td>~£28,000</td> </tr> <tr> <td>Q2</td> <td>~£72,000</td> <td>~£35,000</td> <td>~£35,000</td> </tr> <tr> <td>Q3</td> <td>~£88,000</td> <td>~£70,000</td> <td>~£70,000</td> </tr> <tr> <td>Q4</td> <td>~£110,000</td> <td>~£105,000</td> <td>~£105,000</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	~£40,000	~£10,000	~£28,000	Q2	~£72,000	~£35,000	~£35,000	Q3	~£88,000	~£70,000	~£70,000	Q4	~£110,000	~£105,000	~£105,000	<p>£27,275.00</p>	<p>Observations: In Q1 2018/19, 23 projects were awarded a total of £27.28k. The amounts awarded ranged from £72 to £6,495 and averaged £1,186. 5 projects have been carried forward into 2018/19 with funds awarded in 2017/18.</p>	<p>Jason Hedley</p>
Quarter	2016/17	2017/18	2018/19																					
Q1	~£40,000	~£10,000	~£28,000																					
Q2	~£72,000	~£35,000	~£35,000																					
Q3	~£88,000	~£70,000	~£70,000																					
Q4	~£110,000	~£105,000	~£105,000																					
<p>CP04-P001kP Neighbourhood Small Schemes Fund – Total value of funds awarded (cumulative)</p>	<p>CP04-P001kP The Total value of funds awarded from the Neighbourhood Small Schemes Fund (cumulative)</p> <table border="1"> <caption>Neighbourhood Small Schemes Fund - Cumulative Funds Awarded</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>~£110,000</td> <td>~£20,000</td> <td>~£15,000</td> </tr> <tr> <td>Q2</td> <td>~£155,000</td> <td>~£90,000</td> <td>~£90,000</td> </tr> <tr> <td>Q3</td> <td>~£215,000</td> <td>~£120,000</td> <td>~£120,000</td> </tr> <tr> <td>Q4</td> <td>~£280,000</td> <td>~£155,000</td> <td>~£155,000</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	~£110,000	~£20,000	~£15,000	Q2	~£155,000	~£90,000	~£90,000	Q3	~£215,000	~£120,000	~£120,000	Q4	~£280,000	~£155,000	~£155,000	<p>£20,141.00</p>	<p>Observations: In Q1 2018/19, 13 projects were awarded a total of £20.14k. The amounts awarded ranged from £66 to £5,691 and averaged £1,549. 11 projects have been carried forward into 2018/19 with funds awarded in 2017/18.</p>	<p>Jason Hedley</p>
Quarter	2016/17	2017/18	2018/19																					
Q1	~£110,000	~£20,000	~£15,000																					
Q2	~£155,000	~£90,000	~£90,000																					
Q3	~£215,000	~£120,000	~£120,000																					
Q4	~£280,000	~£155,000	~£155,000																					

Scottish Borders Council Executive Committee: Appendix 1 - Quarterly Public Performance Report, September 2018 (Q1 2018/19)

Context Indicator	Trend Chart	Value	Commentary	Managed By												
<p>CP04-P001oP</p> <p>The number of people carrying out volunteer work with SBC</p> <p>Page 75</p>	<table border="1"> <caption>CP04-P001oP The number of people carrying out volunteer work with SBC</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>215</td> </tr> <tr> <td>Q2 2017/18</td> <td>210</td> </tr> <tr> <td>Q3 2017/18</td> <td>220</td> </tr> <tr> <td>Q4 2017/18</td> <td>213</td> </tr> <tr> <td>Q1 2018/19</td> <td>203</td> </tr> </tbody> </table>	Quarter	Value	Q1 2017/18	215	Q2 2017/18	210	Q3 2017/18	220	Q4 2017/18	213	Q1 2018/19	203	<p>203</p>	<p>Observations:</p> <p>The total number of volunteers is down slightly on this time last year. However, figures are missing from one service; it is expected that the missing information would bring Q1 this year in line with Q1 2017/18.</p> <p>The total number of hours worked was 1,424.5 resulting in an estimated economic benefit to SBC of £17,293.43. More hours were worked during Q1 2018/19 than during Q1 2017/18 resulting in a higher estimated economic benefit when compared to this time last year.</p> <p>The higher level of estimated economic benefit indicates that volunteers worked more hours per person than during the same period last year.</p> <p>The pool of volunteers continues to grow overall although there is a drop in one service area due to some clubs not operating during the summer period.</p> <p>The need to continue to reward and recognise the value of volunteers in order to retain the existing volunteers and recruit new ones is recognised.</p> <p>One service predicts a fall in the number of volunteers in Q2 due to the temporary loss of a member of staff; this highlights the need for staff resources in order to support volunteers in their work.</p>	<p>Shona Smith</p>
Quarter	Value															
Q1 2017/18	215															
Q2 2017/18	210															
Q3 2017/18	220															
Q4 2017/18	213															
Q1 2018/19	203															

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SCOTTISH BORDERS COMMUNITY ACTION TEAM

IMPACT REPORT FOR Q1 APRIL to JUNE 2018

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BERWICKSHIRE	CHEVIOT	EILDON	TEVIOT	TWEEDDALE
TASKING DURING PERIOD 1. Vandalisms at Swinton, Greenlaw and Coldstream primary schools. 2. Speeding in Gavinton.	TASKING DURING PERIOD 1. Illegal parking in Woodmarket and Bridge Street in Kelso.	TASKING DURING PERIOD 1. Vandalism at Burgh Primary School in Gala Park 2. Discarded needles in Gala Park Area 3. Antisocial issues in Gala Park. 4. Youths gathering and drinking at the Chinese Shelter in Selkirk.	TASKING DURING PERIOD 1. Antisocial behaviour and antisocial driving at Common Haugh car park in Hawick 2. Insecure factory being accessed by youths	TASKING DURING PERIOD 1. High value cycle thefts in Peebles and Innerleithen 2. Cyclists riding on pavements
EVIDENCE OF IMPACT 1. Patrols carried out. No further problems reported. 2. Speed checks carried out with several drivers warned regarding their speed and made aware of residents' concerns. Very well received and one motorist charged with a Document offence.	EVIDENCE OF IMPACT 1. Highlighted to CAT and Community Beat Officer. Parking patrols carried out and numerous tickets have been issued over the last 3 months with 24 issued on one day when efforts were concentrated on those areas identified through the Oversight Group.	EVIDENCE OF IMPACT 1. CCTV installed at Burgh School – No further vandalisms reported since installation. 2. Reduced needle finds. Good links established with needle dispensing locations. 3. Antisocial behaviour call volumes reduced in Gala Park. Multi-agency site visit to be carried out in July so carried forward to quarter 2. 4. Patrols carried out by CAT and Community Beat Officer. No further issues reported.	EVIDENCE OF IMPACT 1. Patrols of the location have reduced issues as CCTV placement is still being considered the action has been carried forward to quarter 2. 2. Patrols of location carried out. No further issues reported.	EVIDENCE OF IMPACT 1. CAT enquiries have linked thefts to an organised group from Edinburgh and are working with a team from Edinburgh to progress investigations. 2. Regular patrols and liaison with local businesses involved with Mountain biking and Road cycling in the area. Engagement with cyclists and local residents has been very positive

COMMUNITY ACTION TEAM (CAT) ACTIONS										
	PREVIOUS QTR	Q1								
Raised in Qtr		3		2		6		7		4
Accepted in Qtr		2		1		4		2		2

NOTE: not all issues received and discussed are taken on as actions by the CAT. Some actions may be more appropriately followed up and actioned by another service within SBC or by a partner organisation.



SCOTTISH BORDERS COMMUNITY ACTION TEAM

IMPACT REPORT FOR Q1 APRIL to JUNE 2018

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HI-VISIBILITY FOOT PATROL (HOURS)



Q1	Q2	Q3	Q4
76.5			

The CAT, when on duty, have deployed themselves to many of the local festivals which have taken place over the spring and summer months. These events have included Kelso Civic week, Peebles Beltane, Melrose 7's, Hawick Common Riding, Jedburgh 7's & Gala Braw Lads to name but a few. These events have given the CAT opportunities to engage with the wider local communities and through proactive policing deal robustly with antisocial issues. There have been dozens of seizure of alcohol off young people and several positive Stop/Searches of Controlled drugs from Adults as well.

CAT officers have also used their time carrying out Hi Visibility Foot Patrols elsewhere to deal with dangerous and inconsiderate parking issues throughout all the Borders Towns. This on a whole has been very well received by local residents, business owners and visitors to the Borders.

MOBILE PATROL (HOURS)



Q1	Q2	Q3	Q4
108.5			

Mobile patrols are regularly carried out throughout the Borders by the CAT and we use these hours to stop and check vehicles and drivers on our roads as well as act on relevant Road Traffic Intelligence that we have in relation to Disqualified Drivers and those driving without Insurance or valid Licences etc.

STATIC ROAD CHECKS



Q1	Q2	Q3	Q4
40			

Static Road checks have been carried out on many of our arterial routes including the A72 at Cardrona & Peebles, A6105 at Duns & Gordon, A7 at Selkirk, Hawick & Galashiels and A68 at Jedburgh and Earlston as well as static road checks within towns such as Eyemouth, Lauder & Kelso.

ROAD TRAFFIC NO. OF FIXED PENALTIES ISSUED



Q1	Q2	Q3	Q4
9			

As a consequence of the static road checks and mobile patrols we have carried out several motorists have been charged with relevant road traffic offences. As well as enforcement, we have also taken the opportunity to educate and engage with motorists in relation to minor vehicle maintenance and awareness of other road users when driving such as cyclists, motorcyclists, horse riders and slow moving agricultural vehicles. There has also been lots of engagement with young drivers and were necessary a number of ASB warnings have been issued for inconsiderate driving.

PARKING NO. OF TICKETS ISSUED



Q1	Q2	Q3	Q4
219			

The whole of the Borders has received attention in relation to dangerous and inconsiderate parking and this is reflected in the number of Parking tickets issued. Parking issues are something that we will continue to deal with and in addition, we are liaising with the local authority with regards to any signage problems or insufficient road markings.

NUMBER OF DRUG SEARCHES UNDERTAKEN PERSONS



Q1	Q2	Q3	Q4
69			

35% of searches were positive for drugs

NUMBER OF DRUG SEARCHES UNDERTAKEN PREMISES



Q1	Q2	Q3	Q4
16			

87.5% of searches were positive for drugs

Perceptions from Scottish Borders Residents will be added to this report from Q2 2018/19 when SBC's Household Survey closes and the People's Panel is re-established.

LIVE BORDERS: INTEGRATED SPORT & CULTURE TRUST - DELIVERING SERVICES FOR SCOTTISH BORDERS COUNCIL

HOW ARE THEY DOING?

April 2017 - March 2018



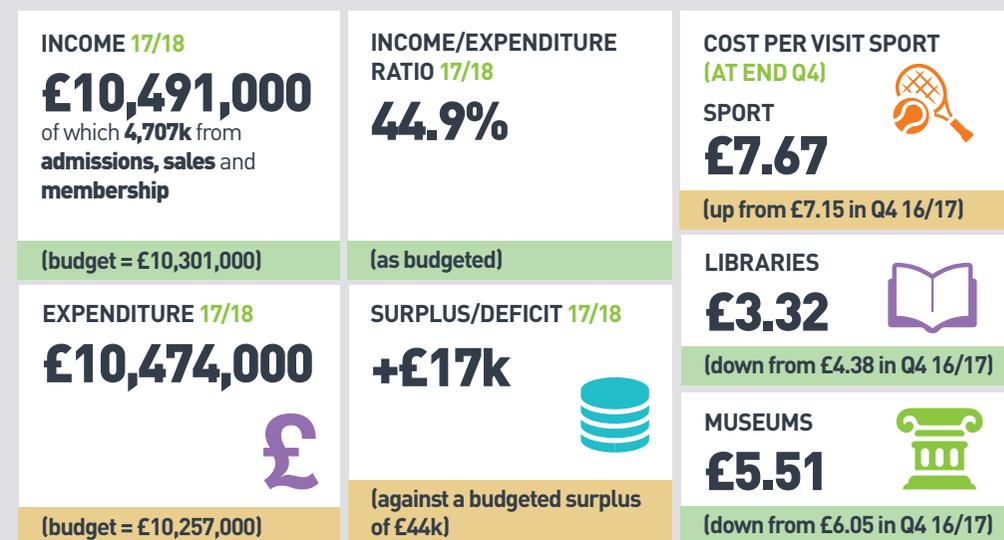
culture • sport • arts • volunteering • exercise • culture • sport • arts • volunteering •

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LIVE Borders performance during 2017/18

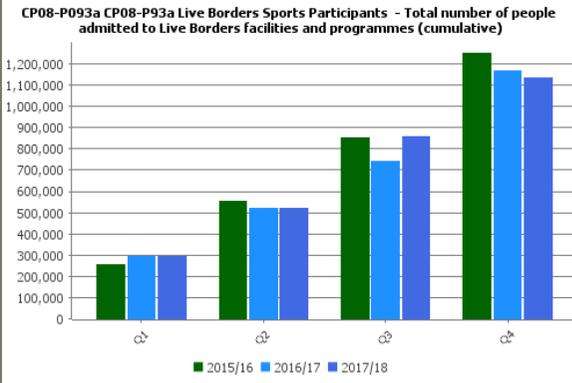


Financial performance, at end Q4 2017/18



Live Borders Performance Reporting: end Q4, 2017/18

KEY	 Indicator is:	 Indicator is:	 Indicator is:	 Indicator is:
	<ul style="list-style-type: none"> On target and as forecast, <i>or</i> In line with national trend, <i>or</i> Showing a long term positive trend 	<ul style="list-style-type: none"> Just off target /off forecast, <i>or</i> Showing longer term trends that need to be watched 	<ul style="list-style-type: none"> Off target & not as forecast, <i>or</i> Out of line with national trends, <i>or</i> Showing longer term negative trends 	<ul style="list-style-type: none"> For information or context only, <i>or</i> Difficult to set a target, due to factors out with our control

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By
		Value	Target			
Page 80 CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)	 <p>CP08-P093a CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)</p>	1,134,921	1,164,085	Sport participant numbers are slightly behind last year Q1 = 292,506 Q2 = 230,41 Q3 = 331,556 Q4 = 280,451 For sports, data is collated from the Gladstone management system, which records all sales and bookings. As set out in the original performance monitoring for the BSLT strategy, to increase participation, multipliers were used to record participant numbers for a multi-user product e.g. 1 x party = 26 participants, pitch and court hire have similar multipliers		Ewan Jackson

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By																				
		Value	Target																							
CP08-P93b Live Borders - Admissions - Pool (cumulative)	<p>CP08-P93b CP08-P93b Live Borders - Admissions - Pool (cumulative)</p> <table border="1"> <caption>CP08-P93b Live Borders - Admissions - Pool (cumulative)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>105,000</td> <td>200,000</td> <td>275,000</td> <td>365,000</td> </tr> <tr> <td>2016/17</td> <td>90,000</td> <td>185,000</td> <td>270,000</td> <td>360,000</td> </tr> <tr> <td>2017/18</td> <td>95,000</td> <td>190,000</td> <td>270,000</td> <td>318,210</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	105,000	200,000	275,000	365,000	2016/17	90,000	185,000	270,000	360,000	2017/18	95,000	190,000	270,000	318,210	318,210		<p>The reduction in pool admissions is due to pool closures for maintenance and improvement works during the year.</p> <p>"Dryside" activities within the sports sites continue to perform positively with Active memberships showing growth from prior year. With 4 gyms due to be refreshed this summer further membership growth is forecast for the final half of 2018/19.</p>		Ewan Jackson
Year	Q1	Q2	Q3	Q4																						
2015/16	105,000	200,000	275,000	365,000																						
2016/17	90,000	185,000	270,000	360,000																						
2017/18	95,000	190,000	270,000	318,210																						
CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)	<p>CP08-P93c CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)</p> <table border="1"> <caption>CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>125,000</td> <td>220,000</td> <td>290,000</td> <td>440,000</td> </tr> <tr> <td>2016/17</td> <td>130,000</td> <td>235,000</td> <td>325,000</td> <td>445,000</td> </tr> <tr> <td>2017/18</td> <td>120,000</td> <td>225,000</td> <td>325,000</td> <td>461,495</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	125,000	220,000	290,000	440,000	2016/17	130,000	235,000	325,000	445,000	2017/18	120,000	225,000	325,000	461,495	461,495			Ewan Jackson	
Year	Q1	Q2	Q3	Q4																						
2015/16	125,000	220,000	290,000	440,000																						
2016/17	130,000	235,000	325,000	445,000																						
2017/18	120,000	225,000	325,000	461,495																						

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By																				
		Value	Target																							
Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)	<p>CP08-P161 Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)</p> <table border="1"> <caption>CP08-P161 Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>~200,000</td> <td>~420,000</td> <td>~580,000</td> <td>~720,000</td> </tr> <tr> <td>2016/17</td> <td>~190,000</td> <td>~410,000</td> <td>~570,000</td> <td>~710,000</td> </tr> <tr> <td>2017/18</td> <td>~200,000</td> <td>~410,000</td> <td>~560,000</td> <td>~690,177</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	~200,000	~420,000	~580,000	~720,000	2016/17	~190,000	~410,000	~570,000	~710,000	2017/18	~200,000	~410,000	~560,000	~690,177	690,177	728,833	<p>The reduction in visits is a result of no longer recording the number of Heritage Hub web visits (2.5k) and changes in the ground floor layout allowing staff direct access along with a recalibration of the counters at Tower Mill (8k).</p> <p>In general, the poor weather in January and February has affected Library visitor numbers.</p>		Ewan Jackson
Year	Q1	Q2	Q3	Q4																						
2015/16	~200,000	~420,000	~580,000	~720,000																						
2016/17	~190,000	~410,000	~570,000	~710,000																						
2017/18	~200,000	~410,000	~560,000	~690,177																						
Live Borders - Web visits (cumulative)	<p>CP08-P163 Live Borders - Web visits (cumulative)</p> <table border="1"> <caption>CP08-P163 Live Borders - Web visits (cumulative)</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>~60,000</td> <td>~130,000</td> <td>~190,000</td> <td>~270,000</td> </tr> <tr> <td>2016/17</td> <td>~80,000</td> <td>~160,000</td> <td>~230,000</td> <td>~350,000</td> </tr> <tr> <td>2017/18</td> <td>~110,000</td> <td>~230,000</td> <td>~320,000</td> <td>~446,709</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	~60,000	~130,000	~190,000	~270,000	2016/17	~80,000	~160,000	~230,000	~350,000	2017/18	~110,000	~230,000	~320,000	~446,709	446,709		<p>A continued increase in usage as we drive users to digital engagement.</p>		Ewan Jackson
Year	Q1	Q2	Q3	Q4																						
2015/16	~60,000	~130,000	~190,000	~270,000																						
2016/17	~80,000	~160,000	~230,000	~350,000																						
2017/18	~110,000	~230,000	~320,000	~446,709																						

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By												
		Value	Target															
Live Borders - Library Active Users (active members and mobile users)	<p>CP08-P16Z Live Borders - Library Active Users (active members and mobile users)</p> <table border="1"> <caption>CP08-P16Z Live Borders - Library Active Users (active members and mobile users)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>9,623</td> </tr> <tr> <td>Q1 2017/18</td> <td>9,623</td> </tr> <tr> <td>Q2 2017/18</td> <td>9,623</td> </tr> <tr> <td>Q3 2017/18</td> <td>9,305</td> </tr> <tr> <td>Q4 2017/18</td> <td>8,902</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	Q4 2016/17	9,623	Q1 2017/18	9,623	Q2 2017/18	9,623	Q3 2017/18	9,305	Q4 2017/18	8,902	8,902		A small reduction in active library users, reflecting a local and national trend.		Ewan Jackson
Quarter	Value																	
Q4 2016/17	9,623																	
Q1 2017/18	9,623																	
Q2 2017/18	9,623																	
Q3 2017/18	9,305																	
Q4 2017/18	8,902																	
CP08-P95a Live Borders - Total Current Membership (quarters)	<p>CP08-P095a CP08-P95a Live Borders - Total Current Membership (quarters)</p> <table border="1"> <caption>CP08-P095a CP08-P95a Live Borders - Total Current Membership (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>6,217</td> </tr> <tr> <td>Q1 2017/18</td> <td>6,217</td> </tr> <tr> <td>Q2 2017/18</td> <td>6,217</td> </tr> <tr> <td>Q3 2017/18</td> <td>6,217</td> </tr> <tr> <td>Q4 2017/18</td> <td>6,217</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	Q4 2016/17	6,217	Q1 2017/18	6,217	Q2 2017/18	6,217	Q3 2017/18	6,217	Q4 2017/18	6,217	6,217		We continue to drive members to commit to a 12 month contract and improve our retention.		Ewan Jackson
Quarter	Value																	
Q4 2016/17	6,217																	
Q1 2017/18	6,217																	
Q2 2017/18	6,217																	
Q3 2017/18	6,217																	
Q4 2017/18	6,217																	
CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)	<p>CP08-P095b CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)</p> <table border="1"> <caption>CP08-P095b CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>2,984</td> </tr> <tr> <td>Q1 2017/18</td> <td>2,984</td> </tr> <tr> <td>Q2 2017/18</td> <td>2,984</td> </tr> <tr> <td>Q3 2017/18</td> <td>2,984</td> </tr> <tr> <td>Q4 2017/18</td> <td>2,984</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	Q4 2016/17	2,984	Q1 2017/18	2,984	Q2 2017/18	2,984	Q3 2017/18	2,984	Q4 2017/18	2,984	2,984				Ewan Jackson
Quarter	Value																	
Q4 2016/17	2,984																	
Q1 2017/18	2,984																	
Q2 2017/18	2,984																	
Q3 2017/18	2,984																	
Q4 2017/18	2,984																	

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By
		Value	Target			
CP08-P95c Live Borders - Current Membership (Other) (quarters)	<p>CP08-P95c Live Borders - Current Membership (Other) (quarters)</p>	3,233				Ewan Jackson
CP08-P94e Live Borders - Cost/Visit (sport)	<p>CP08-P94e Live Borders - Cost/Visit (sport)</p>	£7.67		<p>The 3 cost per visit measures presented here are simply Expenditure / Total admissions, as presented to Live Borders Board each quarter.</p> <p>The figures should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figures, which are calculated slightly differently</p>		Ewan Jackson
CP08-P94g Live Borders - Cost/Visit (museums)	<p>CP08-P94g Live Borders - Cost/Visit (museums)</p>	£5.51		<p>Allocation of Commercial Services staffing costs to sport and a drop in pool users over the year due to closure at Peebles and Teviotdale has impact on the cost per visit.</p> <p>Both Museums and Libraries are showing a positive trend with reduced staffing costs substantially contributing to the reduction in costs per visit.</p>		Ewan Jackson

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By												
		Value	Target															
CP08-P94h Live Borders - Cost/Visit (libraries)	<p>CP08-P094h CP08-P94h Live Borders - Cost/Visit (libraries)</p> <table border="1"> <caption>CP08-P094h CP08-P94h Live Borders - Cost/Visit (libraries)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>£4.38</td> </tr> <tr> <td>Q1 2017/18</td> <td>£4.08</td> </tr> <tr> <td>Q2 2017/18</td> <td>£3.97</td> </tr> <tr> <td>Q3 2017/18</td> <td>£3.79</td> </tr> <tr> <td>Q4 2017/18</td> <td>£3.32</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	Q4 2016/17	£4.38	Q1 2017/18	£4.08	Q2 2017/18	£3.97	Q3 2017/18	£3.79	Q4 2017/18	£3.32	£3.32		See above	✓	Ewan Jackson
Quarter	Value																	
Q4 2016/17	£4.38																	
Q1 2017/18	£4.08																	
Q2 2017/18	£3.97																	
Q3 2017/18	£3.79																	
Q4 2017/18	£3.32																	
CP08-P96 Live Borders - Customer Satisfaction	<p>CP08-P096 CP08-P96 Live Borders - Customer Satisfaction</p> <table border="1"> <caption>CP08-P096 CP08-P96 Live Borders - Customer Satisfaction</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>0</td> </tr> <tr> <td>Q1 2017/18</td> <td>0</td> </tr> <tr> <td>Q2 2017/18</td> <td>42</td> </tr> <tr> <td>Q3 2017/18</td> <td>42</td> </tr> <tr> <td>Q4 2017/18</td> <td>26</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	Q4 2016/17	0	Q1 2017/18	0	Q2 2017/18	42	Q3 2017/18	42	Q4 2017/18	26	26		<p>Our Q4 NPS score returned a positive 26. This was down on the quarter 2 score; however a smaller but still valid sample size of 448 was used for this period.</p> <p>Particularly for some of our smaller services, a small variation in response can significantly affect the overall figure, so we must be cautious focusing on particularly high scores for these services. But it should be noted that 26 is a positive result when looking at benchmarking.</p>	✓	Ewan Jackson
Quarter	Value																	
Q4 2016/17	0																	
Q1 2017/18	0																	
Q2 2017/18	42																	
Q3 2017/18	42																	
Q4 2017/18	26																	
CP08-P97 Live Borders - Standards Audit	<p>CP08-P097 CP08-P97 Live Borders - Standards Audit</p> <table border="1"> <caption>CP08-P097 CP08-P97 Live Borders - Standards Audit</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>71</td> </tr> <tr> <td>Q1 2017/18</td> <td>70</td> </tr> <tr> <td>Q2 2017/18</td> <td>70</td> </tr> <tr> <td>Q3 2017/18</td> <td>75</td> </tr> <tr> <td>Q4 2017/18</td> <td>71</td> </tr> </tbody> </table> <p>Legend: ■ Quarters</p>	Quarter	Value	Q4 2016/17	71	Q1 2017/18	70	Q2 2017/18	70	Q3 2017/18	75	Q4 2017/18	71	71	70	<p>Standards Audit is an internal measure of physical checks of buildings covering condition, cleanliness, and staff presentation for example. Steady performance continues.</p> <p>This is for sport facilities only at the moment. Standards auditing for halls, Harestanes and Tower Mill is still being explored</p>	✓	Ewan Jackson
Quarter	Value																	
Q4 2016/17	71																	
Q1 2017/18	70																	
Q2 2017/18	70																	
Q3 2017/18	75																	
Q4 2017/18	71																	

Short Name	Trend Chart	Q4 2017/18		Commentary	Status	Managed By												
		Value	Target															
CP08-P98 Live Borders - Energy Consumption	<p>CP08-P098 CP08-P98 Live Borders - Energy Consumption</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4 2016/17</td> <td>71.58</td> </tr> <tr> <td>Q1 2017/18</td> <td>60.93</td> </tr> <tr> <td>Q2 2017/18</td> <td>57.62</td> </tr> <tr> <td>Q3 2017/18</td> <td>77.33</td> </tr> <tr> <td>Q4 2017/18</td> <td>88.16</td> </tr> </tbody> </table>	Quarter	Value	Q4 2016/17	71.58	Q1 2017/18	60.93	Q2 2017/18	57.62	Q3 2017/18	77.33	Q4 2017/18	88.16	88.16		Exceptional weather during Q4 contributed to higher energy usage across all sites		Ewan Jackson
Quarter	Value																	
Q4 2016/17	71.58																	
Q1 2017/18	60.93																	
Q2 2017/18	57.62																	
Q3 2017/18	77.33																	
Q4 2017/18	88.16																	

Financial Performance at end Q4 2017/18

A surplus of £17k was reported for the year (£27k behind budget), which will be invested back into the business. With a number of one-off staff costs previously reported and delayed implementation of the income generating capital works at Teviotdale Leisure Centre, this is positive position.

Summary

2017/18	
Income	£10,491,000
Budget	£10,301,000
Income from, sales, admissions and membership	£4,707,000
Expenditure	£10,474,000
Budget	£10,257,000
Income/Expenditure ratio	44.9%
Operating Surplus/Deficit	£17k (against a budgeted surplus of £44k)

Complaints

A total of 54 complaints were received during Q4, up from previous quarters.

The number of complaints recorded for 2017/18 has increased since has year (+23.6%), as has the number of complements and comments (+35.9% and +61.9% respectively). This is partly due to the ongoing promotion of the Comments, Complaints and Compliments process, revised when the integrated sport and culture trust was established in April 2016.

A summary is provided below and a full report on Live Borders 2017/18 complaints will be published within SBC's report to the Scottish Public Sector Ombudsman (SPSO), published in September each year.

Complaints 17/18	Q1	Q2	Q3	Q4	2017/18	2016/17
Price	3	3	2	6	14	16
Booking/access/info	20	14	5	16	55	78
Quality	4	8	19	16	47	27
Staff attitude	3	0	3	5	11	4
Other	11	9	16	11	47	8
Total	41	34	45	54	174	133
Comments	23	21	19	24	87	64
Compliments	8	4	6	3	21	8

LIVE BORDERS: INTEGRATED SPORT & CULTURE TRUST - DELIVERING SERVICES FOR SCOTTISH BORDERS COUNCIL

HOW ARE THEY DOING?

LIVE Borders: examples of impact during 2017/18

OUTCOME 1: IMPROVED MENTAL AND PHYSICAL HEALTH AND WELLBEING FOR PEOPLE OF ALL AGES WITH A FOCUS ON INCLUSION

VOICE OF MY OWN (VOMO) WORK WITH CEDAR PROJECT (CHILDREN EXPERIENCING DOMESTIC ABUSE RECOVERY)

CEDAR offers two therapeutic programmes per year to help young people (from 4-16yrs) and their mums* who are recovering from domestic abuse to understand their emotions, feelings and develop health relationships. VOMO worked alongside and supported one of the groups to produce a film.

To protect the identity of the young people they used their favourite animal toys as puppets to which they gave voice. Backgrounds and scenes from the stories were hand drawn and superimposed on the green screen as the backdrop to their stories.

*CEDAR believes that mums are best placed to work alongside and support their child/children who are recovering from domestic abuse.

"This project made a massive difference to the young people involved. Those who took part felt empowered, being able to tell and share their story with VOMO in a safe way. The aim is to share this film as widely as possible to help people to reach out and access support for them and their children. This project achieved immediate outcomes and the absolute desired effect – there was silence in the room when the film was played at our conference in November, people were crying at the end of the screening."

Liz Allan, CEDAR project co-ordinator SBC

"My mum thought it would help me a lot to deal with what happened with my dad. Before CEDAR we didn't really talk a lot because it would always make us upset but now we can talk about it more. Even though we still get upset we can keep going and keep talking about it."



OUTCOME 2: ENHANCED LEARNING OPPORTUNITIES, TRAINING AND EXPERIENCES WITH A PARTICULAR FOCUS ON REDUCING INEQUALITIES

LIBRARIES – CODE CLUBS

Funded by the Scottish Government's "Digital Scotland Business Excellence Partnership", this project aims to expose young people to coding skills in a way that is fun and engaging. With a games-based focus and collaborative feel, the clubs enable children to develop confidence, self-esteem and leadership skills.

Public library staff were trained to deliver the sessions with an ultimate aim to make Code Clubs part of the public library offer. This links directly with the strategic aims of Ambition & Opportunity, Scotland's strategy for public libraries, which highlights the role of libraries in delivering Science, Technology, Engineering and Mathematics (STEM) activities to support digital inclusion and economic wellbeing.

The taster sessions, run in libraries across the Borders, opened up coding to a wider audience, giving children and young people a chance to work on the Library PCs, doing their own coding. If they develop an interest in coding there is the opportunity to join one of the code clubs. Learning code develops problem solving skills, as well as self-expression and communication and enhances future employment opportunities as web designers, software designers and robotics engineers will be in big demand.

"thank you for running this club – I know that my sons really enjoyed it and it's been super that he and his father have enjoyed so much time together"



LIVE BORDERS: INTEGRATED SPORT & CULTURE TRUST - DELIVERING SERVICES FOR SCOTTISH BORDERS COUNCIL

HOW ARE THEY DOING?

LIVE Borders: examples of impact during 2017/18

OUTCOME 3: INCREASED ECONOMIC BENEFITS TO THE SCOTTISH BORDERS THROUGH HIGH QUALITY SPORT AND CULTURAL SERVICES AND EVENTS, AND SUPPORT TO CREATIVE MICRO-BUSINESSES AND ORGANISATIONS

'SANTA'S HARESTANES HAPPENING' 1 - 24 DECEMBER 2017, HARESTANES COUNTRYSIDE VISITOR CENTRE

With over 1000 tickets sold for 85 forty-minute shows, Harestanes first venture into Christmas was a notable success. Aimed at young families, with a story-line centred on teamwork and forgiveness, the audience response was overwhelmingly positive. Building on the visitor centre's previous experience of running small-scale events, 'Santa's Harestanes Happening' utilised the skills of the in-house team as well as of colleagues across Live Borders.

External input was also crucial to offering something new and surprising, with a script commissioned from a writer/dramatist, costume design and construction work from students at Queen

Margaret University and the installation of a fantastic forested grotto by professional set designers.

In addition to income from ticket sales, the visitor centre benefited from Christmas retail with a significant increase in spend per transaction in the shop and a share of café sales. Live Borders' marketing team oversaw Harestanes' first real foray into social media, creating a substantial foundation for future events activity. Following staff feedback and audience surveys, the experience of creating and performing 'Santa's Harestanes Happening' will help inform the visitor centre's forthcoming 2018 events programme.



OUTCOME 4: ENHANCED PARTNERSHIPS, PATHWAYS AND ACCESS TO A WIDE RANGE OF SERVICES AND ACTIVITIES WITHIN FACILITIES AND COMMUNITIES (INCLUDING STRUCTURES FOR TALENT DEVELOPMENT)



TRI-FITNESS - MAKING A DIFFERENCE

Ross, who has additional needs, joined the gym after trying various different sports. However, in his own words he wasn't able to stick to any of them. Ross has a little gym in his house but wanted to join a gym to maximise the benefits to himself.

Attending the gym has really improved Ross's confidence. He attends twice a day, before and after work. He sets his alarm early in the morning so he can attend. However, in his own words, he wakes up before the alarm as he is ready for the gym. He has tried different sports in the past, but has never really been able to "stick with any of them". However, since attending Trifitness and

getting an individual programme tailored for him, he has become hooked. This has helped him in his home life as his sleeping patterns have improved since coming down to the gym.

Over the past few months since he has joined he has interacted more with members and staff and his confidence has improved dramatically.

LIVE BORDERS: INTEGRATED SPORT & CULTURE TRUST - DELIVERING SERVICES FOR SCOTTISH BORDERS COUNCIL

HOW ARE THEY DOING?

LIVE Borders: examples of impact during 2017/18

OUTCOME 5: STRONGER COMMUNITIES THROUGH INVOLVEMENT IN SERVICE PLANNING, DELIVERY AND PARTICIPATION



HAWICK FLOOD PROTECTION SCHEME – PUBLIC ART PROJECT

Since early 2016, CABN has been working closely with the Hawick Flood Protection Scheme (HFPS). This is an exciting opportunity to integrate arts into the development of the scheme from an early stage – including around community engagement, design of the scheme itself, and longer term proposals, including landscaping, signage and public artworks.

Following a CABN facilitated workshop, further funding was secured from SBC to engage a project artist to work with the engineering and project team, engaging communities in the development and design of proposals to be taken forward into the next stage of the scheme. Andrew Mackenzie was appointed and engaged with many local groups, schools and organisations. The project culminated in a Public Exhibition in August 2016 in Hawick Town Hall and a celebration of the river culture in story, song and verse on 23rd August with “Where Teviot Rins”, involving the community and people of Hawick in a genuine way, in an event conceived and instigated by the project artist, but developed, designed and performed by locals. The event was attended by over 100 people



A hugely successful family drop-in workshop in Burnfoot called “River Art” was also well attended, and featured on ITV local news. This workshop included a wealth of materials to enable folk to have an input into ideas for public art, including drawing, painting, collage and sculpture using recycled materials.’

“The partnership that has developed with the Hawick Flood Protection Scheme is very exciting. The theme of the Project Artist commission was ‘Connectivity’ – a dilemma for the flood scheme is how to balance protecting people from the river at its worst, while celebrating and enhancing the connection that people have on a day to day basis with the river and the cultural and historical nature of that.”

Mary Morrison, Creative Leader, CABN

OUTCOME 6: INCREASINGLY EFFECTIVE OPERATIONS AND CREATIVE APPROACHES TO INCOME MAXIMISATION ACROSS THE TRUST WHILST MAINTAINING APPROPRIATE QUALITY AND STANDARDS

HEART OF HAWICK - GIN TASTING EVENT

The aim of the Gin tasting Evening was to encourage new customers to come and try the new look Cafe Bar and new Menu, and to start hosting events ourselves rather than being just a ‘venue hire’. Ticket Price was £20 per person and included Gin & Tonic on Arrival, 6 Taster Gins, a Gin Cocktail and a Live Band. 65 tickets were sold.

FEEDBACK

99% positive, everyone that we have spoken to said they would come again:

A few changes were suggested for future event- no live band needed; spend a little more time on the taster drinks; include food instead of music.

“Great night, good company, fab gin”; “The best part of my visit? The atmosphere and music”; “Nice drink, music and atmosphere”.





OVERVIEW OF SBC'S COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

Report by Service Director Customer and Communities

EXECUTIVE COMMITTEE

4 September 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of Scottish Borders Council's "Complaints Annual Performance Report for 2017-18", which is presented as an Appendix to this report. It provides a summary of the eight performance indicators that the Scottish Public Services Ombudsman (SPSO) requires all Local Authorities to report against each year, with the details provided in the Appendix.**
- 1.2 In 2013 SBC implemented a revised Complaints Handling Procedure that defines what a complaint is (any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf), how a complaint will be handled, and the timescales to resolve any complaint received.
- 1.3 SBC's Complaints Handling Procedure is aligned to the requirement of the SPSO and an annual report, against eight indicators defined by the SPSO, is a requirement of all Councils. This allows the SPSO to assess the effectiveness of Councils' Complaint Handling Procedures (CHP), ensures an ongoing focus on improving the way complaints are handled, and ensures that all councils learn from the complaints they received, and can learn from best practice through a network of complaint handling practitioners, Local Authority Complaints Handling Network (LACHN).
- 1.4 The **Appendix** presents SBC's annual report for the financial year 2017/18 and allows Elected Members, the SPSO and the general public to see not only how many complaints have been received, but how effectively these complaints are being dealt with, trends over time and how SBC compares to other similar rural local authorities and the national average.
- 1.5 During 2017/18, SBC received 927 complaints, of which 670 were defined as valid, and shows an increase of 19% from 2016/17 when 563 valid complaints were received. This equates to 5.8 complaints per 1000 Borders population and compares to local authorities similar to us (5.9 per 1000 population), and very favourably to Scotland, where there were 11.0 complaints per 1000 population during 2017/18.
- 1.6 2017/18 again saw an increase in complaints being received online (411, compared to 336 in 2016/17) but there has also been an increase in invalid complaints (257 in 2017/18 vs 196 in 2016/17), which indicates that online guidance may continue to need further refinement or clarification.

- 1.7 In relation to timescales set by the SPSO, Scottish Borders Council continues to perform well against the Scottish averages and similar Scottish Local Authorities in relation to the 8 SPSO performance indicators. However, resolving more complaints at the frontline will continue to remain a priority, and will be a key part of SBC's revised Customer Strategy which is currently being finalised.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes the performance of handling complaints for the period 1 April 2017 to 31 March 2018;**
- (b) Endorses the identified improvement actions presented at Section 4.10 of this report and within the "Next Steps" of the Appendix;**
- (c) Approves the annual report at the Appendix, that will now be submitted to the SPSO and published on SBC's website.**

3 BACKGROUND

- 3.1 The Public Services Reform (Scotland) Act 2010 gave the SPSO the authority to lead the development of a complaints handling procedure to be used across the public sector.
- 3.2 In May 2012, the SPSO issued guidance on the handling of complaints, 'Local Authority Model Complaints Handling Procedure', and in November 2012 Scottish Borders Council approved a 'Complaints Handling Procedure' (CHP) based on this guidance which then became publicly available and fully implemented during 2013.
- 3.3 In August 2014, the SPSO issued guidance stating that the annual performance of Local Authorities handling of complaints should be formally presented in an annual report across eight specified key performance indicators. It was later confirmed that this report should be published.
- 3.4 Elected Members are kept aware of key SPSO indicators on a quarterly basis through Scottish Borders Council's Corporate Performance reporting to Executive Committee. This covers not only the quarterly data, but also examples of action being taken within services to maintain or improve performance, with appropriate case studies when available demonstrating how SBC is learning from complaints. This information is also reported publicly on a quarterly basis (www.scotborders.gov.uk/performance).
- 3.5 In November 2015, Scottish Borders Council agreed with the SPSO that the SPSO decisions, recommendations and subsequent actions would be reported in the Complaints Annual Performance Report.
- 3.6 From 1 April 2017, SBC Social Work complaints are now logged and dealt with in the same way as complaints from other SBC services, and therefore included in the complaints report, following the introduction of the new national Social Work Model CHP.
- 3.7 This is the fifth SBC Complaints Annual Performance Report and covers performance for the 2017-18 financial year, including Social Work Complaints. Live Borders complaints are also included at the end of the Appendix.

4 OVERVIEW OF COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

- 4.1 The "Complaints Annual Performance Report 2017/18" (presented in the Appendix to this report) is the way in which the Council complies with its statutory responsibility stemming from the Public Services Reform (Scotland) Act 2010.
- 4.2 The performance indicators in the report relate to 'Valid' complaints that were either opened or closed within financial year 2017/18. These indicators are based on the eight key performance indicators developed by the SPSO in conjunction with all 32 Scottish Local Authorities:
 1. Complaints received per 1,000 of population
 2. Closed complaints
 3. Complaints upheld / not upheld
 4. Average time spent responding to complaints
 5. Complaints closed against timescales

6. Complaints that were granted authorised extensions
 7. Customer Satisfaction
 8. What we have learnt, changed or improved
- 4.3 By way of context, complaints made to Scottish Borders Council about its services accounted for a very small proportion of all the customer interactions recorded in the Council's Customer Relationship Management system in 2017/18 (**0.5%**, or 927 out of 191,468 interactions). There was a 22% increase in all complaints received (valid and invalid) compared to 2016/17 (759). Note that there were approximately 60 Social Work complaints which, in the prior year, were managed under a separate process and have contributed to the increase in 2017/18.
 - 4.4 2017/18 again saw an increase in the number of complaints received online. Between 2016/17 and 2017/18 there was a 22.3% increase in number of complaints received online.
 - 4.5 More complaints were received in 2017/18 compared to 2016/17, and the number that were classified as 'Valid' also increased; 670 compared to 563 last year. The proportion of 'Invalid' complaints for 2017/18 increased to 27.7% from 25.8% in 2016/17 and may be linked to the increase in complaints made through the online channel. Customers may have unintentionally submitted complaints rather than requests for service.
 - 4.6 The objective of the Complaints Handling Procedure (CHP) is to resolve complaints, i.e. customer dissatisfaction as close to the point of service delivery and as soon as possible. The majority of 'Valid' complaints go through the "Stage 1" process where the complaint should be closed within 5 working days. However, if the complaint is complex, needing detailed investigation or Escalated from Stage 1, it is considered a "Stage 2" complaint, where the complaint should be closed within 20 working days. If, after Stage 2, the customer is not satisfied with the response to their complaint, they are referred to the SPSO.
 - 4.7 How the Council handled the "valid" complaints it received and closed in 2017/18 can be summarised as follows:
 - (a) The number of valid complaints received in 2017/18 (670) and 2016/17 (563) increased to 5.8 complaints per 1,000 population in 2017/18 from 4.9 in 2016/17;
 - (b) The proportion of closed complaints that were handled at Stage 1 decreased slightly from 79% in 2016/17 to 78% in 2017/18. This decrease is counter to the SPSO goal of closing complaints at the first point of contact (i.e. more quickly). It also costs more to handle complaints at Stage 2 compared to handling at Stage 1;
 - (c) The proportion of Stage 1 complaints that were "Not Upheld" decreased to 58%, from 60% the previous year;
 - (d) The average time taken to respond to complaints at Stage 1 has remained consistent over the past three years but has risen for complaints responded to at Stage 2 and complaints Escalated from Stage 1;

- (e) The proportion of SBC's complaints closed against timescales for Stage 1 has been consistent. However, the proportion of SBC's complaints closed against timescales for Stage 2 and those Escalated from Stage 1 has reduced although these are based on relatively small numbers;
- (f) The proportion of SBC's Stage 1 closed complaints that have been granted an authorised extension has grown slightly to 3.8% in 2017/18 from 3.1% in 2016/17.

The proportion of SBC's Stage 2 closed complaints that have been granted an authorised extension has grown to 18.1% in 2017/18 from 14.5% in 2016/17.

The proportion of SBC's Escalated from Stage 1 closed complaints that were granted an authorised extension has increased to 30.8% in 2017/18 from 11.5% in 2016/17 but is comparable to the 30.4% seen in 2014/15. However, the absolute numbers granted extensions in this category has remained below 10 in each of the last 4 years and the extension is requested due to the complexity of the complaint and the desire by SBC to ensure a thorough response;

- (g) Of those people that completed the "Complaints Handling Customer Satisfaction Survey" in 2017/18, 60% were either very or fairly satisfied with how their complaint was handled by the Council compared to 20% who were very or fairly dissatisfied. However, 44% of respondents were either very or fairly dis-satisfied with the outcome of their complaint;
- (h) Over the year, the Council received over 140 unsolicited compliments for the services provided. These compliments related to areas such as waste and recycling, roads, community recycling centres, and customer services.

4.8 The Complaints Annual Performance Report 2017/18 also contains benchmarking information, comparing SBC to the performance for Scotland and its Family Group (similar Scottish Local Authorities , including Aberdeenshire, Argyll & Bute, Dumfries & Galloway, Eilean Siar, Highland, Orkney Islands, Scottish Borders, and Shetland Islands). The highlights include:

- (a) In 2017/18 SBC received fewer per 1,000 people (5.8) than the Family Group average of 5.9 and the Scottish average of 11.0;
- (b) SBC closes proportionally fewer complaints at Stage 1 (75.4%) compared to the Family Group (78.6%) and Scotland (88.9%). Compared to both the Family Group and Scotland, SBC had proportionately more complaints Escalated from Stage 1 in 2017/18;

- (c) A lower proportion of complaints made to SBC were upheld compared to those complaints made to the Scottish Local Authority sector as a whole. Specifically, 42.0% of the Stage 1 complaints to SBC were upheld compared to 65.8% for Scotland. The proportion of Stage 2 complaints that were upheld for the Scottish Borders (38.2%) was lower than the level for Scotland (53.5%); the proportion of Escalated complaints that were upheld for the Scottish Borders (50.0%) was also lower than the level for Scotland (53.9%);
 - (d) SBC's response time for the three stages was quicker compared to the Family Group; against Scotland, SBC was quicker on average to respond to Stage 1 and Stage 2 complaints but slower on average to respond to Escalated complaints.
 - (e) SBC's proportion of Stage 1 complaints closed within timescales was higher compared to the Family Group and Scotland. However, the proportion of Stage 2 and Escalated complaints that were closed within the timescale was lower than the level for the Family Group and Scotland;
 - (f) The proportion of Stage 1 closed complaints that were granted an extension for SBC was below the proportion for the Family Group and Scotland. At both Stage 2 and Escalated stage complaints, the proportion of SBC complaints granted an extension was above both the Family Group and Scotland.
- 4.9 If, after fully investigating a complaint, the complainant is still dissatisfied with the decision or the way in which their complaint has been dealt with, the customer can ask the SPSO to look at the complaint. In 2017/18 the SPSO received 27 complaints about Scottish Borders Council. This is equal to 1.8% of all complaints received by the SPSO in relation to the Local Authority sector. Of the 30 SPSO closed complaints in 2017/18, only **3** (3.1%) were upheld or partially upheld compared to 2 (11%) in 2016/17. Details of these 3 complaints are presented within the Appendix.
- 4.10 Not only does the report contain an analysis of performance, it also contains a set of "next steps" as follows:
- i. Continue to engage with the Local Authority Complaints Handling Network (LACHN);
 - ii. Incorporate the standardised set of survey questions, being developed by the SPSO and LACHN, into SBC's customer satisfaction survey questions;
 - iii. Continue to work to improve frontline (Stage One) responses and thereby reduce the number of complaints that are escalated to Stage Two;
 - iv. Through the development of improved complaints training and refresher training, work to reduce the length of time taken to respond to customers at all stages;
 - v. As part of a new Digital Customer Access project, implement a new complaints system which will automate appropriate processes and standardise complaint handling;

- vi. Improve further our on-line guidance to assist customers when making a complaint so they are better able to differentiate between a service request and a complaint;
 - vii. Complete the development and introduction of a refreshed Customer Strategy which will maximise the benefits of more customer friendly digital channels, but will also focus on ensuring that customer care is a key part of all employees' jobs;
 - viii. As part of the Customer Strategy, introduce Customer Service training at the beginning and end of all centrally funded courses.
- 4.11 Live Borders has a Complaints Handling Procedure that aligns with SBC's. A summary of Live Borders performance is included in the Appendix as well as learning from complaints.

5 IMPLICATIONS

5.1 Financial

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

5.2 Risk and Mitigations

- (a) Submitting and publishing the Appendix satisfies the requirements as set down by the Scottish Public Services Ombudsman (SPSO) in respect of complaints handling performance monitoring and reporting. Approval of the report, its submission to SPSO and publication of the report will mitigate the risk of non-compliance with required practice.
- (b) Internal Audit assurance work was undertaken during 2017 in relation to complaints and was designed to improve internal control and governance arrangements, specifically as a contribution to the Council's corporate management of risk. Implementation of the agreed Internal Audit recommendations arising from this work are designed to improve consistency in complaint handling practices across the Council and to demonstrate learning from complaints. Work to address the recommendations should be complete by December 2018.
- (c) Analysis of complaints can be useful in identifying or highlighting risks that SBC may not be aware of. This enables SBC to mitigate these risks and reduce the impact or likelihood of them occurring and of impacting on quality of services delivered.

5.3 Equalities

- (a) There are no adverse equality/diversity implications.
- (b) The complaints handling procedure may help the Council to identify and address any equality / diversity issues raised by customers and improve processes and procedures.

5.4 Acting Sustainably

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

5.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained in this report.

5.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

5.7 Changes to Scheme of Administration or Scheme of Delegation

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

6 CONSULTATION

- 6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.
- 6.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Jenni Craig

Service Director Customer and Communities Signature

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Background Papers:

Previous Minute Reference: Scottish Borders Council Executive Committee, 19th September 2017

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.

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SCOTTISH BORDERS COUNCIL'S
**COMPLAINTS ANNUAL
PERFORMANCE REPORT**
2017-2018



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SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

FOREWORD

*“putting our customers
at the heart of what we do”*



This year, I am pleased to present Scottish Borders Council’s fifth Annual Complaints Performance Report, which provides information on our performance in dealing with complaints from our customers between 1 April 2017 and 31 March 2018, as required from all Local Authorities.

This report provides us with the opportunity to share our performance with you, share some case studies that demonstrate what we have learned, and show how we have improved some of our service areas as a direct result of the feedback that you have given us. Scottish Borders Council monitors performance closely throughout the year and information is presented quarterly to the Council’s Executive Committee for this purpose.

When we hear our services have fallen below the standards expected by our customers, it is disappointing to know that we may have let down the people who matter most- our customers and communities. However, it is this valuable feedback that enables us to continuously review and identify where we can do things better.

This year we launched our new Corporate Plan for 2018 – 2023. It lays out our strategic priorities for the next five years but it also details the part we need our customers to play to keep the Borders thriving. The Plan is supported by our #yourpart campaign and includes asking our customers to play their part by continuing to provide us with feedback; where things have gone wrong and when exceptional services have been delivered. Feedback helps us to focus on continuous improvement.

As in previous years, the report provides information based on 8 key performance indicators which every Local Authority in Scotland reports on, the details of which are submitted to and collated by the Scottish Public Services Ombudsman (SPSO) annually. We also include information about how we compare to other Local Authorities similar to us, as we are always keen to benchmark and learn from others.

I hope you find this latest report of interest.

Tracey Logan
Chief Executive
Scottish Borders Council



SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

INTRODUCTION

Scottish Borders Council (SBC) defines a complaint as:

“Any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf.”

The Council’s **Complaints Handling Procedure** (CHP) sets out how SBC handles the complaints received including the timescales to resolve any complaint.

This report presents how SBC performs based on eight key performance indicators developed by the **Scottish Public Services Ombudsman** (SPSO) in conjunction with all 32 Scottish Local Authorities.

In addition to SBC’s performance for 2017/18, the report also shows the Council’s performance for 2015/16 and 2016/17, with details in **Appendix 1**, as well as benchmarking information comparing Scottish Borders Council to other similar Local Authorities and Scotland for 2017/18¹. The new Social Work MODEL Complaints Handling Procedure was implemented as at 1 April 2017 and the 2017-18 figures reported include Social Work complaints.

Appendix 2 of this report is an overview of the complaints that have been escalated by customers to the SPSO because they feel their complaint was not resolved through the Council’s CHP.

Appendix 3 of this report is an overview of the complaints received by **LiveBorders** in 2017/18, the integrated trust that now delivers sport and cultural service on behalf of SBC.

¹ SBC is in a Family Group that is comprised of rural Scottish Local Authorities, these are: Aberdeenshire, Argyll & Bute, Dumfries & Galloway, Eilean Siar, Highland, Orkney Islands, Scottish Borders, and Shetland Islands. Note the figures for the Family Group and Scotland are provisional and accurate at time of publication (September 2018) and 3 local authorities’ figures were not available.

The diagrams below shows the "Next Steps" identified in the 2016/17 Complaints Annual Performance Report along with the progress made.

THE NEXT STEPS FROM 2016/17

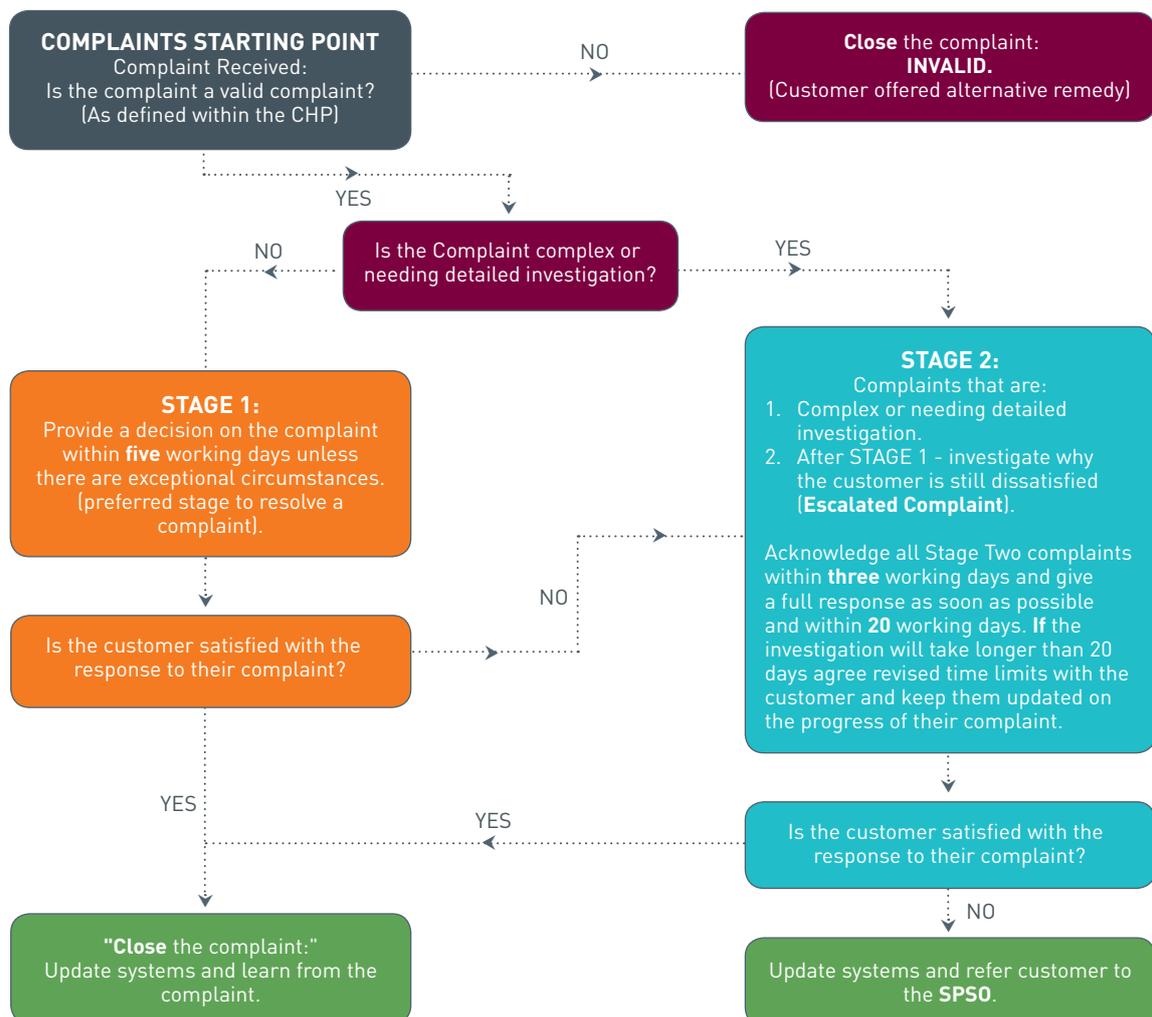


SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

COMPLAINTS HANDLING PROCEDURE (CHP)

All complaints are valued by Scottish Borders Council and we strive to use them to help us improve our services. The objective of the CHP is to resolve customer dissatisfaction as close to the point of service delivery and as soon as possible at Stage One in the procedure. Figure 1 is a flow chart of SBC's CHP. Complaints may be received online, in person, by telephone or letter.

FIGURE 1: COMPLAINTS HANDLING PROCEDURE



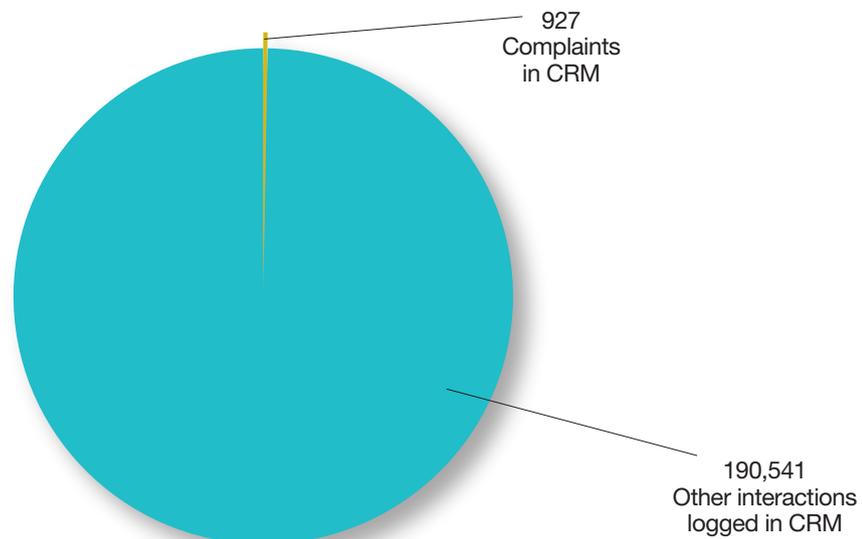
SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

COMPLAINTS RECEIVED IN 2017/18

The complaints received by SBC account for a very small proportion of the interactions logged in the Council's Customer Relationship Management (CRM) system. In 2017/18, SBC received **927** complaints, equal to **0.5%** of the **191,468** interactions logged through the CRM.

While this represents a **22%** increase in complaints received compared to 2016/17 (759), and **36%** more than in 2014/15 (684), the analysis shows that this increase is partially due to the inclusion of Social Work complaints figures for the first time, following the introduction of the new Social Work Model CHP on 1 April 2017. The increase is also due to an increased number of complaints relating to the extended period of bad weather experienced through the winter, and a change to the charging policy for public conveniences that came into effect on 1 April 2017.

FIGURE 2: CUSTOMER INTERACTIONS WITH SBC IN 2017/18



Figures 3 and 4 show the complaints SBC receives by channel. (By channel we mean the way in which the complaint was made). Figure 3 shows the proportion of complaints received by channel for 2017/18 and Figure 4 shows the change in numbers of complaints received by channel for 2015/16, 2016/17 and 2017/18.

For the second year running online has remained the most common channel used to log a complaint (**44%**), followed by telephone (**32%**). Overall, the channels used to log complaints in 2017/18 were broadly in line with channels used in 2016/17.



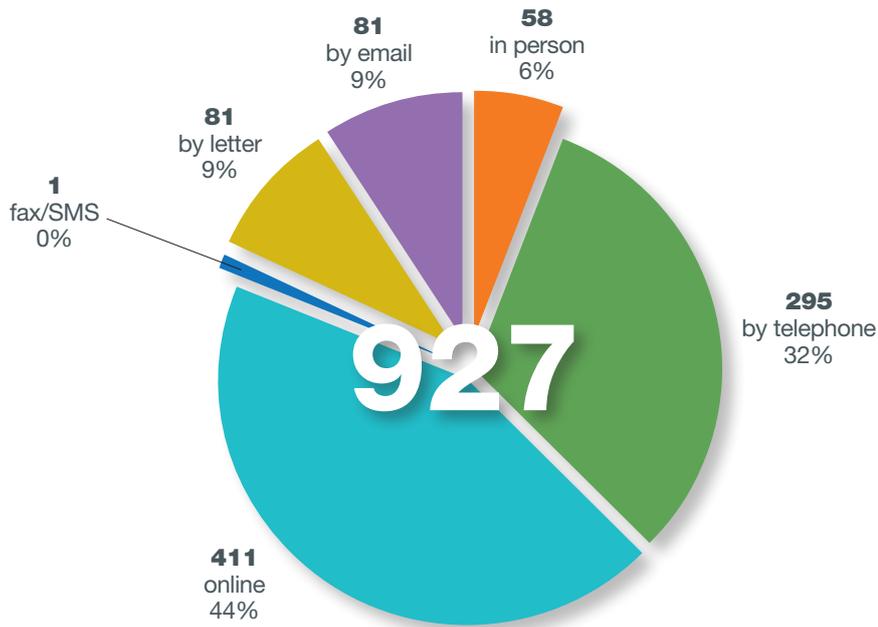
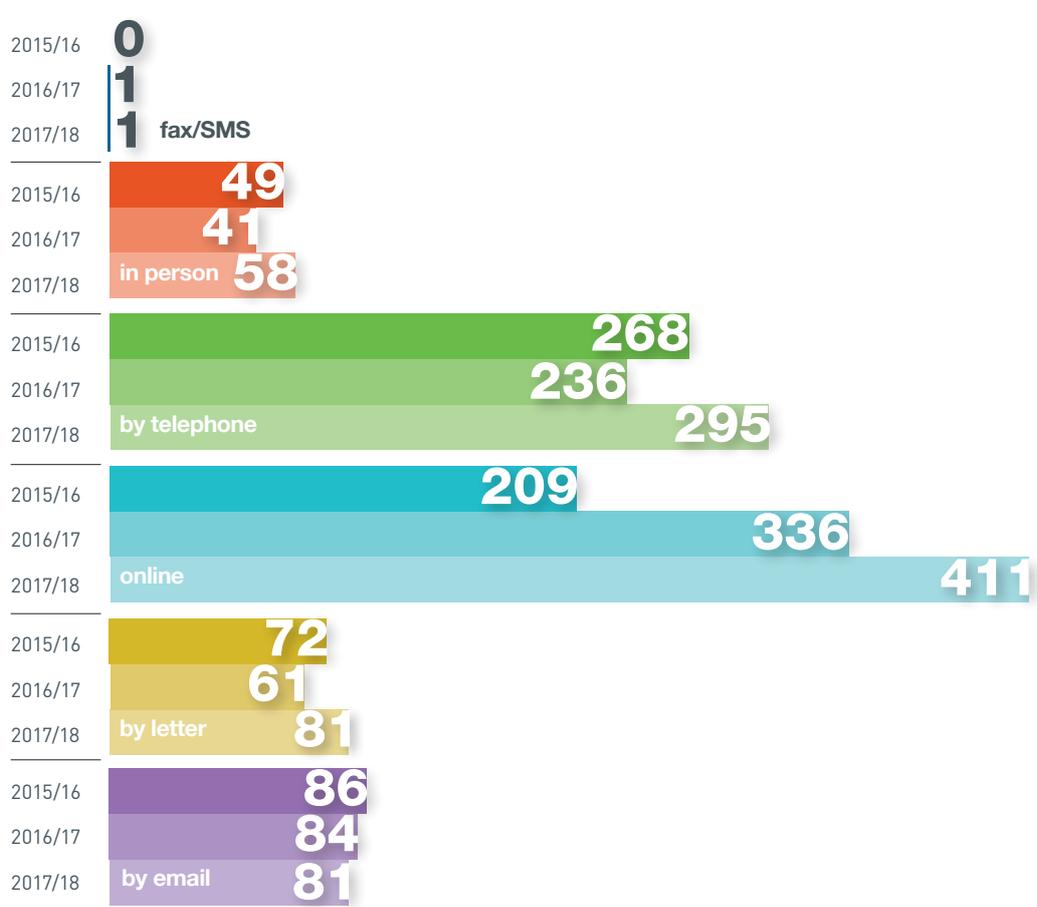
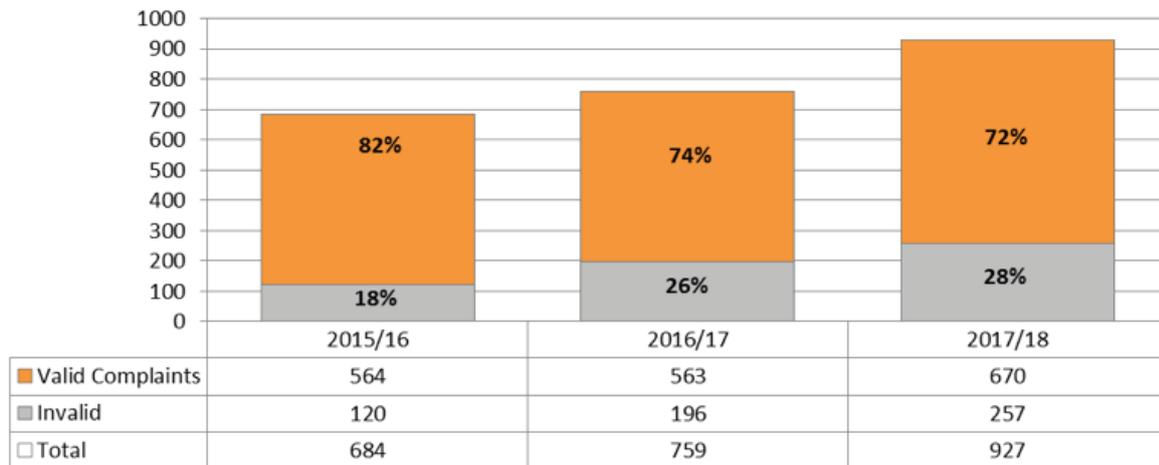


FIGURE 3: CHANNEL USED FOR COMPLAINTS, 2017/18



Although complaint numbers were up in 2017/18 compared to 2016/17 the percentage that were classified as 'Valid' has reduced slightly; down to **72%** from **74%**. Figure 5 shows the total number of complaints received for 2015/16, 2016/17 and 2017/18 and the proportion that were classified as 'Valid' or 'Invalid' complaints. It is likely that the increasing submission of complaints online is the reason for the increasing trend in complaints that are classified as 'Invalid'. Work was done in December 2017 to improve the guidance for customers on SBC's website. Analysis to establish whether this has had any impact in the level of 'Invalid' complaints submitted is inconclusive at this stage and this will continue to be monitored quarterly. However, it may be we are only able to tell whether an improvement to the online guidance on complaints has helped to reduce the number of 'Invalid' complaints when the final figures are available for 2018/19.

FIGURE 5: COMPLAINTS RECEIVED BY YEAR AND % VALID



When complaints are classified as 'Invalid' customers are offered an alternative remedy, appropriate to their request.

The types of complaints closed as being invalid include:

- routine first time requests for a service
- service is not provided by SBC
- requests for compensation
- requests for information or an explanation of policy or practice
- insurance claims

The performance indicators in this report relate to 'Valid' complaints that were either opened or closed within a financial year. These indicators are based on the eight key performance indicators developed by the SPSO in conjunction with all 32 Scottish Local Authorities:

1. Complaints received per 1,000 of population
2. Closed complaints
3. Complaints upheld / not upheld
4. Average time spent responding to complaints
5. Complaint closed against timescales
6. Complaints that were granted authorised extensions
7. Customer Satisfaction
8. What we have learnt, changed or improved

Appendix 1 contains a stage by stage analysis for indicators 2 to 6 for 2017/18 compared to 2016/17 and 2015/16.



INDICATOR 1

COMPLAINTS RECEIVED PER 1,000 OF POPULATION

This indicator records the total number of valid complaints received by SBC during the financial year (April to March) as a rate per 1,000 population.

In 2017/18 SBC received 927 complaints of which 257 were closed as invalid. The remaining **670** were handled as valid complaints.

TOTAL POPULATION

The population of Scottish Borders is estimated at **114,530** (National Records of Scotland, Mid-Year Population Estimate 2016)

OUTCOME OF COMPLAINTS HANDLED

SBC handled **670** valid complaints from customers, meaning that an average of **5.8** valid complaints were received per 1,000

RATIO

This indicates that, on average **1** in every **171** Scottish Borders residents have registered a complaint about our services

COMPLAINTS RECEIVED PER 1000 OF POPULATION

	2015/16	2016/17	2017/18	Variance: 2017/18 less 2016/17
Population total	114,030	114,030	114,530	500
Total number of valid complaints	564	563	670	107
Complaints per 1000 population	4.9	4.9	5.8	0.9

The population in the Scottish Borders has been relatively static over the last 3 years. The number of valid complaints received in 2017/18 (670) and 2016/17 (563) has grown by **19%**. This has an increase of **0.9** in the complaints per 1,000 population figures.

Benchmarking 2017/18	Scottish Borders	Family Group	Scotland
Complaints per 1000 population	5.8	5.9	11.0

In 2017/18 SBC received 5.8 complaints per 1,000 people, which was less than the Family Group average of 5.9 and Scottish average of 11.0. It is possible that the difference between Scotland and SBC's Family Group may relate to the rural nature of the family group.

The wide variation of complaints per 1000 population has also been discussed at the Local Authority Complaints Handling Network (LACHN). Other factors considered to have an impact on the number of complaints are the levels of tourism, varying impact of bad weather, events and /or sporting events in the different Local Authority areas.

INDICATOR 2 CLOSED COMPLAINTS

Closed complaints are those complaints that have been closed within the financial year (April to March) regardless of when they were raised. The number of closed complaints will differ from the number of complaints received because:

- some of the closed complaints for 2017/18 will have been received (i.e. "opened") in 2016/17;
- there may be complaints received in 2017/18 that are still going through the CHP after 31 March 2018.

The term '**closed**' refers to a complaint that has had a response sent to the customer and at the time, no further action was required to respond to the customer.

Escalated complaints are those complaints which have been resolved at Stage One (frontline). However, the customer was not satisfied with the response they received and they have requested the same issue be considered again at Stage Two "Investigation" Stage.

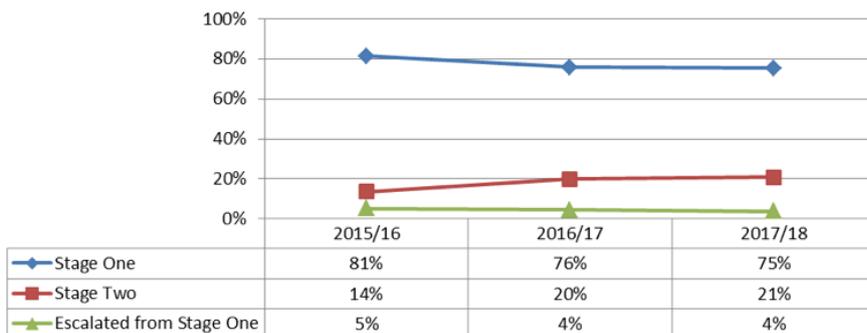
STAGE ONE COMPLAINTS
 521 complaints closed at Stage One, representing 75% of all complaints closed

STAGE TWO COMPLAINTS
 144 complaints were closed at Stage Two, representing 21% of all complaints closed

ESCALATED COMPLAINTS
 26 complaints were closed after escalation from Stage One, representing 4% of all complaints closed

FIGURE 6: CLOSED COMPLAINTS BY STAGE

(Note: %'s for 2015/16 and 2016/17 revised from previously published figures)



The proportion of complaints closed at Stage One decreased only slightly since last year. Although a small change, this decrease is counter to the SPSO goal of closing complaints at the first point of contact (i.e. more quickly). It also costs more to handle complaints at Stage Two compared to handling at Stage One.

2017/18	Scottish Borders	Family Group	Scotland
Stage One	75.4%	78.6%	88.9%
Stage Two	20.8%	18.7%	8.4%
Escalated from Stage One	3.8%	2.7%	2.6%

SBC has closed proportionally fewer complaints at Stage One (75.4%) compared to both the Family Group (78.6%) and Scotland (88.9%). Compared to both the Family Group and Scotland, SBC had more complaints Escalated from Stage One in 2017/18, indicating that SBC had a higher proportion of customers who were unhappy with the response they received at Stage One.



INDICATOR 3

COMPLAINTS UPHELD/ NOT UPHELD

There is a requirement for a formal outcome to be recorded for each complaint. SBC made the decision not to use a 'partially upheld' outcome when the CHP guidance was introduced by the SPSO. Therefore, for the purposes of this reporting, complaints are either recorded as upheld or not upheld.

STAGE ONE COMPLAINTS

219 complaints were upheld at Stage One, representing 42% of complaints closed at Stage One
 302 complaints were not upheld at Stage One, representing 58% of complaints closed at Stage One

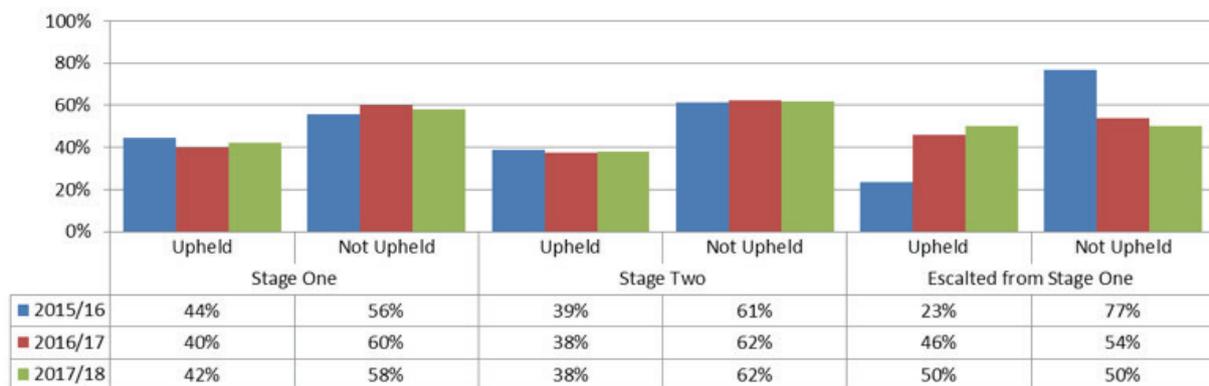
STAGE TWO COMPLAINTS

55 complaints were upheld at Stage Two, representing 38% of complaints closed at Stage Two
 89 complaints were not upheld at Stage Two, representing 62% of complaints closed at Stage Two

ESCALATED COMPLAINTS

13 complaints were upheld after escalation, representing 50% of complaints closed after escalation
 13 complaints were not upheld after escalation, representing 50% of complaints closed after escalation

FIGURE 7: COMPLAINTS UPHELD / NOT UPHELD BY STAGE



In 2017/18 the proportion of upheld complaints for the two stages and escalated remains fairly consistent when compared to 2016/17.

2017/18	Scottish Borders	Family Group	Scotland
Stage One - upheld	42.0%	44.7%	65.8%
Stage One - not upheld	58.0%	55.3%	33.5%
Stage Two - upheld	38.2%	36.9%	53.5%
Stage Two - not upheld	61.8%	63.2%	46.2%
Escalated from Stage One - upheld	50.0%	39.6%	54.0%
Escalated from Stage One - not upheld	50.0%	60.4%	46.5%

In 2017/18 SBC's upheld rate for stage one and stage two was broadly in line with that of the Family Group and is lower than the Scottish average for the two stages and escalated complaints. There is, however, an increasing trend of upheld complaints across the two stages and escalated when comparing 2016/17 with 2017/18. Any fluctuations in the figures for the Escalated complaints could be due to the small numbers of complaints (13 upheld & 13 not upheld) where one or two complaints have a bigger impact on changing the percentages.

INDICATOR 4

AVERAGE TIME SPENT RESPONDING TO COMPLAINTS

The average time spent in working days for a full response to complaints at each stage.

STAGE ONE COMPLAINTS

We aim to respond to and close Stage One complaints within 5 working days. The average time to respond to a complaint at Stage One was 4.0 working days

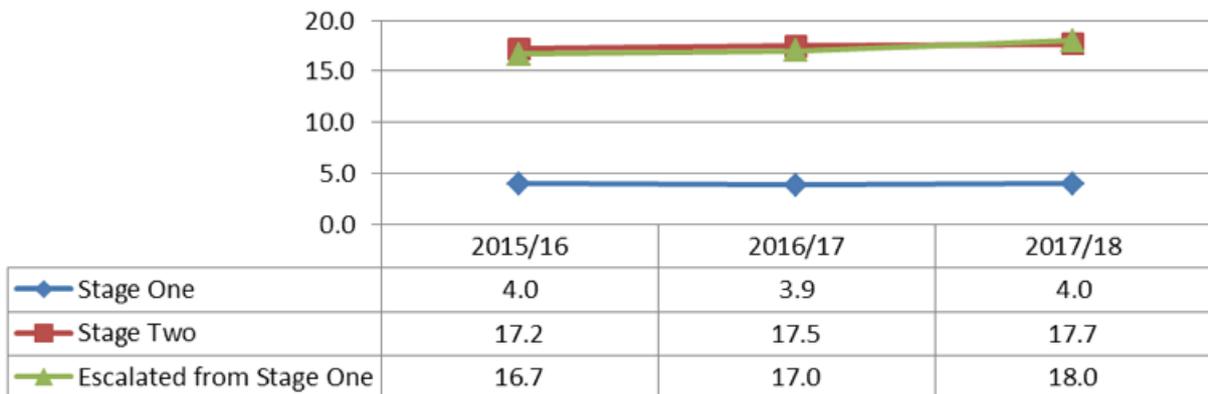
STAGE TWO COMPLAINTS

We aim to respond to and close Stage Two complaints within 20 working days. The average time to respond to a complaint at Stage Two was 17.7 working days

ESCALATED COMPLAINTS

We aim to respond to escalated complaints within 20 working days. The average time to respond to escalated complaints was 18.0 working days

FIGURE 8: AVERAGE TIME (DAYS) RESPONDING TO COMPLAINTS BY STAGE



2017/18	Scottish Borders	Family Group	Scotland
Stage One	4.0	8.6	8.1
Stage Two	17.7	18.2	23.8
Escalated from Stage One	18.0	18.9	15.5

For 2017/18 the average time spent, in working days, for a full response to complaints at each stage for the Scottish Borders was within the respective targets of 5 and 20 days. SBC's response time for Stage One was quicker than both the Family Group and Scotland and on a par with the Family Group for Stage Two and Escalated complaints. Even though SBC has relatively good performance in this area in comparison with the CHP target timescales, the Family Group and Scotland averages, due to the increasing timescale trends, this is an area where we continuously strive to improve and provide the customer with responses as quickly as practicable.

INDICATOR 5 COMPLAINTS CLOSED AGAINST TIMESCALES

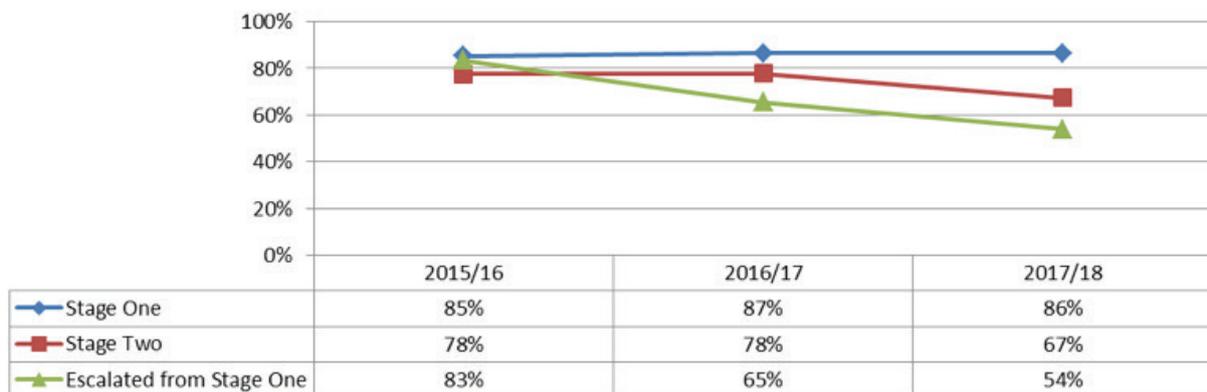
This indicator reports the number and percentage of complaints at each stage which were closed in full within the set timescales of 5 and 20 working days. These include cases where an extension to the timescales has been authorised.

STAGE ONE COMPLAINTS
 450 complaints were closed at Stage One within 5 working days, representing 86% of all Stage One complaints

STAGE TWO COMPLAINTS
 97 complaints were closed at Stage Two within 20 working days, representing 67% of all Stage Two complaints

ESCALATED COMPLAINTS
 14 escalated complaints were closed within 20 working days, representing 54% of all complaints that were escalated from Stage One to Stage Two

FIGURE 9: % OF COMPLAINTS CLOSED AGAINST TIMESCALES BY STAGE



The proportion of SBC’s complaints closed against timescales for Stage One has remained fairly consistent. However, the proportion of SBC’s complaints closed against timescales at Stage Two and Escalated, from Stage One, that were closed against timescales has reduced.

2017/18	Scottish Borders	Family Group	Scotland
Stage One	86.4%	64.5%	62.9%
Stage Two	67.4%	79.4%	76.6%
Escalated from Stage One	53.8%	65.3%	61.5%

In 2017/18 SBC's proportion of Stage One complaints closed within timescales was higher compared to the Family Group and Scotland. However, the proportion of Stage Two complaints and complaints Escalated from Stage One that were closed within the timescale was below the level for the Family Group and Scotland. There are a relatively low number of complaints (14) that contribute to the "Escalated from Stage One" figure and this means one or two late complaints has a larger impact on the percentage.

Complaints handled at the Investigation Stage of the CHP are typically complex or require a more detailed examination before the Council can state its position. An investigation aims to establish all the facts relevant to the points made in the complaint and to give the customer a full, objective and proportionate response that represents the Council's final position. On occasion, this means the complaint response does not meet the prescribed timescale. It is also possible that the general increased number of Stage Two complaints has had an impact on managers' capacity to undertake the increased number of investigations within timescales.

INDICATOR 6 COMPLAINTS THAT WERE GRANTED AUTHORISED EXTENSIONS

This indicator reports the number and percentages of complaints at each stage where an extension to the 5 or 20 working day timeline was authorised. It does not however include the numbers of complaints where responses were late and an extension was either not recorded or not requested.

STAGE ONE COMPLAINTS

20 complaints closed at Stage One were granted an extension, representing 4% of Stage One complaints

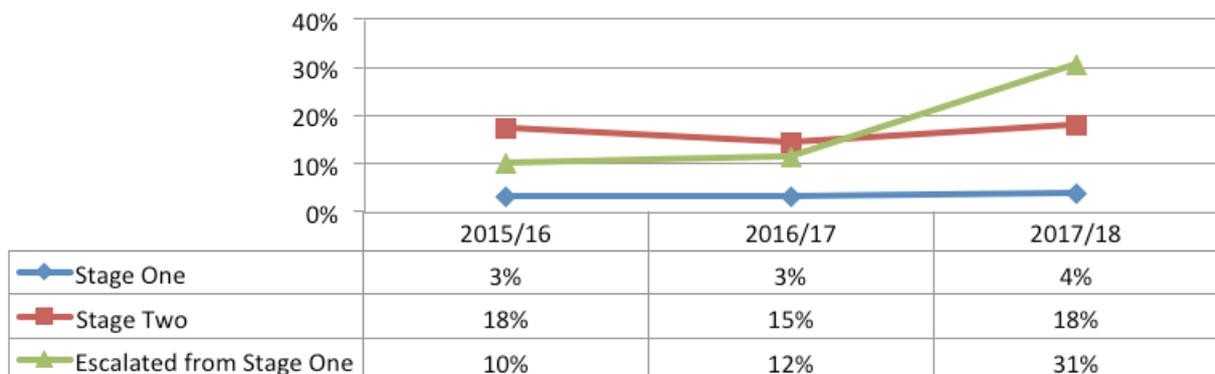
STAGE TWO COMPLAINTS

26 complaints closed at Stage Two were granted an extension, representing 18% of Stage Two complaints

ESCALATED COMPLAINTS

8 complaints closed after being escalated from Stage One to Stage Two were granted an extension, representing 31% of escalated complaints

FIGURE 10: % OF COMPLAINTS GRANTED AUTHORISED EXTENSION BY STAGE



The proportion of SBC's complaints granted an authorised extension (i.e. agreed by the customer) has increased at all stages. This is a positive improvement as it shows the communication to customers, when complaint responses are going to be late, is improving. The proportion of Stage One complaints granted an authorised extension has grown slightly from 3% to 4% between 2016/17 and 2017/18. The proportion of Stage Two complaints granted an authorised extension has increased from 15% in 2016/17 to 18% in 2017/18. The proportion of complaints escalated from Stage One to Stage Two granted an authorised extension increased from 12% in 2016/17 to 31% in 2017/18.

2016/17	Scottish Borders	Family Group	Scotland
Stage One	3.8%	5.6%	4.4%
Stage Two	18.1%	11.1%	10.5%
Escalated from Stage One	30.8%	10.4%	11.1%

The proportion of closed complaints at all Stages that were granted an extension for SBC at Stage One was below the proportion for the Family Group and Scotland. At Stage Two and Escalated from Stage One, the proportion granted an extension for SBC was higher than the Family Group and Scotland.

INDICATOR 7 CUSTOMER SATISFACTION

COMPLAINTS HANDLING CUSTOMER SATISFACTION SURVEY 2017/18

SBC runs a Complaints Handling Customer Satisfaction Survey on an ongoing basis. Customers are contacted approximately one week after their complaint was closed inviting them to provide feedback on their experience.

The survey asks the customer to state how satisfied or dissatisfied they were with:

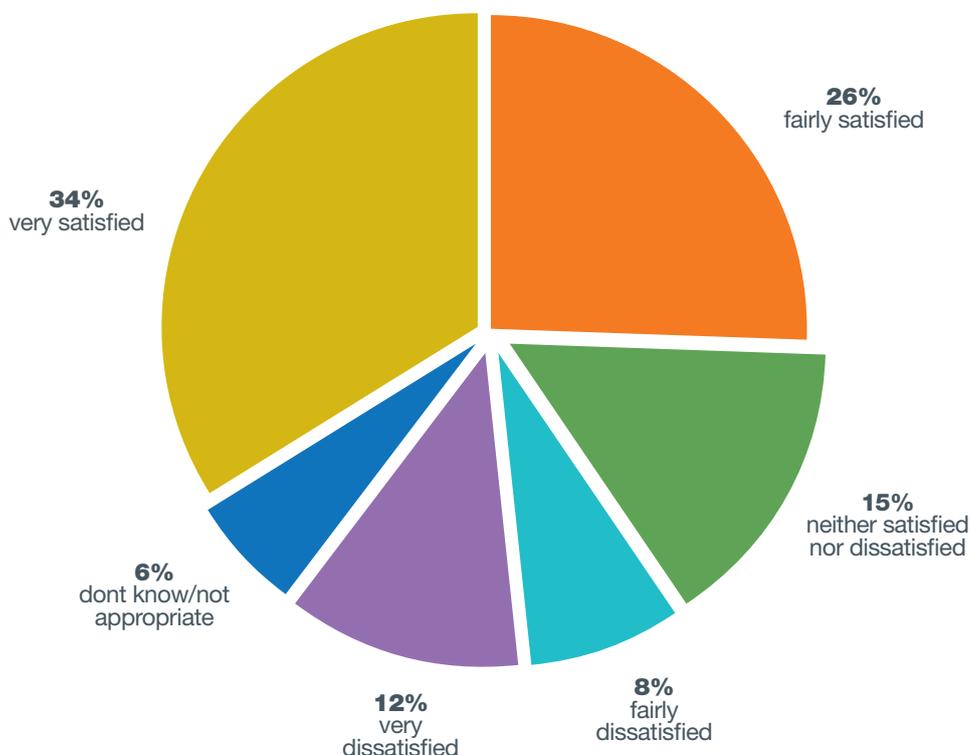
- Being able to deal with someone who could help you with your complaint?
- That someone took responsibility for your complaint?
- Being given information that was easy to understand?
- Being given all the information you needed?
- Being treated fairly?
- Being kept up to date on the progress of your complaint?
- How well the staff did their job?
- The time taken to deal with your complaint from start to finish?
- The final outcome?

Not all customers who made a complaint were invited to take part in the survey. There are a number of reasons for this including: the sensitive nature of some complaints, some customers may have received an invitation for a previous closed complaint, the customer has indicated they do not want a survey, or the complaint has been made anonymously. Over the year 691 complaints were closed, and 225 survey invitations were sent, representing 33% of the closed complaints.

Of the 225 invitations that were issued, only 25 were returned giving a return rate of only 11%.

As the number of people that have completed the survey is very low, it is difficult to get a full picture of how satisfied our customers are with how their complaint was handled. Of those that responded, the aggregate responses to questions show that 60% of respondents were either very or fairly satisfied compared to 20% very or fairly dissatisfied. The question reflecting the highest level of satisfaction was around information being easy to understand (76% very or fairly satisfied). The question reflecting the highest level of dissatisfaction was around the final outcome (44% very or fairly dissatisfied).

FIGURE 11: OVERALL COMPLAINTS CUSTOMER SATISFACTION, 2017/18



Survey Invitations Sent:	2016/17	2017/18
No. survey Invitations Sent	146	225
No. closed complaints	563	691
% of customers invited to respond to the survey	26%	33%
Return Rate:		
No. Returned	26	25
% Return Rate	18%	11%
Responses:		
- Either Fairly or Very Satisfied	57%	60%
- Either Fairly or Very Dissatisfied	20%	20%

The SPSO and the Local Authority Complaint Handlers Network (LACHN) are currently finalising a standardised set of survey questions to be used as a minimum set of questions to enable better benchmarking of complaint handling satisfaction across Scotland.

COMPLIMENTS DURING 2017/18

During 2017/18, SBC recorded over **140** unsolicited compliments for the services provided, compared to 125 in 2016/17. Perhaps not surprisingly after such a difficult winter, there were many relating to work undertaken in our communities to keep roads open through adverse weather conditions.

Compliments included topics such as: kerb-side waste and recycling, road and drainage, community recycling centres, and customer services.

EXAMPLES INCLUDE:

High five and huge thanks to the fabulous gritters and snow plough drivers who work so hard to help normal life continue through the snow.....

..... thank you for providing this facility which allowed my wife and I to enjoy your lovely town.....

Customer had called to say that the bins where he lives had been set on fire. He was very impressed with the men who came out to clear up and says they did a splendid job.....

I just wanted to thank the Council for fixing the pot holes and resurfacing our road. I had phoned to ask if this could be done a couple of weeks ago and am delighted with the speedy response.....

Customer calling went on to state how pleasant it was dealing with SBC, all her enquiries have been dealt with efficiently and within the stated timescales.

Please thank staff responsible for the gardens in Bank Street, Galashiels. We do appreciate all the work in making this area so bright and cheerful.....

Customer thinks our service is wonderful. She likes that one person can deal with all sorts of queries and she has found that everybody she has dealt with, both face to face and over the phone, has been very pleasant and helpful.

.....I have made numerous trips to the Kelso Recycling Facility. On every occasion we have been impressed by the helpfulness, politeness, cheeriness and general attitude of the staff.....

Customer would like to say what a good job done by person cleaning public toilets in Peebles.....

Customer would like to say how helpful and understanding the staff member was when dealing with her enquiry.

.....what a great job was done by roads team on Abbotsford Road, Galashiels. It was so worth the short term diversions during the works.

Customer who had complained about not seeing a gritter in their village during previous snow,

I pass on my thanks this morning as a gritter has just gone through the village! Excellent service ! Feel as if I have been listened to!

Customer was pleased with the way that the Customer Advice and Support advisers had dealt with her complaint. She would like to pass her compliments on to them for their efforts in trying to put her through to the relevant people to deal with her situation.

Customer called to praise our Waste and Recycling team, having reported a missed bin collection and commented that this was later resolved and....

The team also did it with a smile on their faces...

Customer complimenting the work of a Primary School Head Teacher who had cleared snow around the gate and entrances ".....This shows a real commitment to the welfare and safety of our kids and his staff and is a great example of a small school quietly getting on with it in testing conditions....."

INDICATOR 8

WHAT WE HAVE LEARNT, CHANGED OR IMPROVED

Formal complaints reports are provided to the Corporate Management Team on a monthly basis and complaints performance information is provided to Elected Members on a quarterly basis through our Corporate Public Performance report.

www.scotborders.gov.uk/performance

We take all complaints seriously, and the information gathered from them is invaluable in helping to continually improve our services. Since the introduction of the Complaints Handling Procedure, many changes have been made to services as a result of complaints and some examples of case studies are detailed in this section.

CASE STUDY 1

Free School Meals

In December 2017, SBC handled a complaint from a parent regarding his child and payments that were required to be made for lunches, despite the child being entitled to Free Schools Meals (FSM), with no break in entitlement for a number of years.

The investigation identified a data anomaly in the cashless catering system. The FSM “flag” had been removed from the child’s record, resulting in the child having to pay for lunches. Following the investigation, a refund was issued to the parent.

As part of the original complaint, it was agreed that a data quality check of FSM data was required to identify if any further anomalies existed, and if so, the appropriate action be taken to correct the issues. This would provide SBC with re-assurance that children entitled to FSM were receiving the credit to their cashless catering card.

The data quality check identified a number of discrepancies in other secondary schools. The parents of the affected children have been contacted to explain the situation and discuss re-imbursment.

As a result, the procedures for managing FSM data in school canteens is to be reviewed to ensure that moving forwards into the new Academic Year, SBC is confident that the correct pupils are in receipt of free school meals allowance.

CASE STUDY 2

Missed Bin Collections

A customer called to report that her general waste bin had not been collected for two weeks running- their household does not currently receive a recycling collection because this is a small street and they have weekly general and food waste collections only. The customer was not happy that this had resulted in her having to take her bin, and two of her neighbour's bins, to the local recycling depot twice.

It was found that the Waste Team collecting from this area had staff on holiday and the team had needed to move waste operatives around. The temporary waste operative on this route did not empty the bins as he did not know or see where they were located.

The customer was provided with appropriate bags for overflow collections and an additional collection was arranged. The Waste Team has also produced a pack to be kept in the collection truck that will advise the drivers who stand in for the permanent driver what they are to pick up from each house on that street and where the bins are located.

CASE STUDY 3

Co-ordinating Roadworks

As a result of road closures on the B6360, residents living near Abbotsford were required to undertake a 10 mile diversion to get to their homes. SBC was undertaking three weeks of planned maintenance of the road at the bridge on the A7 to Selkirk, and Amey were planning roadworks at the Bridge in Selkirk during the same period.

The customer was understandably unhappy that two different sets of roadworks were cutting her and her neighbours off from their properties. It was found that the detour would have been unnecessary if the roadworks were staggered and not carried out at the same time.

Officers spoke to the contractor and secured agreement that during the road closures, access for residents would be made available. Arrangements for future co-ordination with Amey, and the consultation of the Scottish Road Works Register prior to the commencement of roadworks requiring road closures, has been put in place.

CASE STUDY 4

School Clothing Grants

A customer recently complained about the delay in paying the school clothing grant for one of her children who was going into 5th year, and about the letter that she received telling her of the delay in payment. The letter stated that payments for pupils aged 16 and 17 would be delayed. Her child was returning to 5th year, but would not turn 16 until later in the year.

It is currently Council policy to delay the payment of school clothing grants for 5th and 6th year pupils until they have registered for the new term and will definitely be attending. This is to ensure payments are not made for pupils who will not be returning or have changed their minds about returning for 5th and or 6th year.

Officers agreed with the customer that the template letter was misleading and needed to be amended. This has now been updated to better explain the Council's policy position which has not changed due to the duty to ensure Best Value.

CONCLUSIONS

During 2017/18, SBC handled more complaints than the previous year, in line with trends within our Family Group. At SBC, when this increase in complaints handled was analysed, it was found, in the main, the increase in numbers was due to:

- the inclusion of Social Work complaints figures for the first time
- increased complaints relating to the extended period of bad weather experienced in the winter
- the introduction of a charging policy for public conveniences that came into effect on 1 April 2017.

Whilst complaint numbers have grown, they still remain a very small proportion of the interactions with customers recorded by the Council and are logged in the CRM system. 927 complaints were received compared to 191,468 interactions logged on in the CRM system. This equates to 0.5% of interactions logged.

For the 3rd year running, complaints submitted online have continued to increase and online is the most frequently used channel to submit a complaint, followed by telephone, which has increased for the first time in 3 years.

Analysis has shown that this year 257 complaints received were invalid which equates to 28% of all complaints. In the previous year (2016/17) 196 of the 759 complaints raised were invalid, which equated to 26% of all complaints received. There appears to be a clear link between the increase of complaints submitted online and the increasing number of invalid complaints. It is therefore essential for the Council to ensure that the website provides good, clear guidance to customers to help them differentiate between service requests and genuine complaints. This is an area that will be considered as the Council progresses plans to rapidly grow “digital customer access” during 2018/19.

In 2017/18, the majority of complaints closed were handled at Stage One. However, the percentage closure at this stage has declined from 79% in 2016/17 to 75% in 2017/18. The Model Complaints Handling Procedure seeks to ensure that complaints are handled at the earliest opportunity and as close to the point of service delivery as possible. In 2017/18 SBC has closed proportionately fewer complaints at Stage One than our Family Group and the Scottish average. As a consequence of fewer complaints closed at Stage One, more complaints were closed at Stage Two – 144 (20.8%) in 2017/18 versus 117 (20.6%) in 2016/17. This means it is taking longer to handle complaints, it takes longer to provide resolution to customers and more senior officers are involved in complaint handling across the Council.

The average time taken to respond to complaints at Stage One has remained consistent over the past three years. The average time taken to respond to complaints at Stage Two and Escalated has shown an increasing trend over the 3 years 2015/16, 2016/17 and 2017/18. This is similar to the Scottish Average position.

Despite a low return rate of 11%, SBC’s Complaints Handling Satisfaction Survey showed 60% satisfaction to questions asked, with the most favourable overall responses relating to information being easy to understand. The survey continues to provide the Council with additional insight to drive improvement.

Over 140 compliments were received in the year, covering a wide range of services. A number of compliments recognised the efforts in helping to keep the region operational during the winter weather. Waste and Community Recycling Services were also praised. Other aspects which were complimented were the helpfulness of SBC officers and the positive manner in which they interacted with customers. The introduction of Customer Service training at the beginning and end of all centrally funded training courses is expected to build on this good practice and further disseminate this helpfulness and positivity. Where possible, compliments are shared with officers to highlight good work being undertaken.



SCOTTISH BORDERS COUNCIL COMPLAINTS ANNUAL PERFORMANCE REPORT 2017/18

NEXT STEPS

In order to put the customer at heart of what we do, and to continually improve services, we will

- 1) Continue to engage with the Local Authority Complaints Handling Network (LACHN) to produce more meaningful benchmarking data for the sector, including quarterly data collection, and work to improve complaints handling performance across Scotland.
- 2) Incorporate the standardised set of complaints handling customer satisfaction survey questions, being developed by the SPSO and LACHN, into SBC's set of customer satisfaction survey questions, to enable better benchmarking of complaint handling satisfaction across Scotland.
- 3) Continue to work to improve frontline (Stage One) responses and thereby reduce the number of complaints that are escalated to Stage Two.
- 4) Through the development of improved complaints training and refresher training, work to reduce the length of time taken to respond to customers at all stages.
- 5) As part of a new Digital Customer Access project, implement a new complaints system which will automate appropriate processes and standardise complaint handling.
- 6) Improve further our on-line guidance to assist customers when making a complaint so they are better able to differentiate between a service request and a complaint.
- 7) Complete the development and introduction of a refreshed Customer Strategy which will maximise the benefits of more customer friendly digital channels, but will also focus on ensuring that customer care is a key part of all employees' jobs. Dealing with customers in a considerate, informative and polite way is a key way to avoid complaints, but when there is cause to complain, the Customer Strategy and associated training will ensure that all employees are aware of and use our CHP.
- 8) As part of the Customer Strategy, introduce Customer Service training at the beginning and end of all centrally funded courses.

APPENDIX 1

STAGE ANALYSIS FOR INDICATORS 2 - 6

STAGE ONE

STAGE 1 COMPLAINTS

	2015/16		2016/17		2017/18		3 Year Variance		1 Year Variance	
							Variance 2017/18 less 2015/16		Variance 2017/18 less 2016/17	
	No.	%	No.	%	No.	%	No.	%	No.	%
Indicator 2: Closed Complaints (% of all closed)	480	81.4% #	450	75.9% #	521	75.4%	41	-6.0%	71	-0.5%
Indicator 3: Complaints Upheld (% of Stage 1)	213	44.4%	180	40.0%	219	42.0%	6	-2.4%	39	2.0%
Indicator 3: Complaints NOT Upheld (% of Stage 1)	267	55.6%	270	60.0%	302	58.0%	35	2.4%	32	-2.0%
Indicator 4: Average Time Spent Responding to Complaints (Days)	4.0	-	3.9	-	4.0	-	0.0	-	0.1	-
Indicator 5: Complaints Closed Against Timescales (% of Stage 1)	409	85.2%	390	86.7%	450	86.4%	41	1.2%	59	-0.1%
Indicator 6: Complaints That Were Granted Authorised Extensions (% of Stage 1)	16	3.3%	14	3.1%	20	3.8%	4	0.5%	6	0.7%

Notes: # %'s revised from figures previously published

Between 2015/16 and 2017/18 the proportion of complaints closed at Stage One has decreased from 81.4% to 75.4%. This decrease is counter to the SPSO goal of closing complaints at the first point of contact (more quickly). It also costs more to handle complaints at Stage Two compared to handling at Stage One.

Over the three years the proportion of Stage One complaints that were upheld has decreased from 44.4% to 42.0%.

Indicator 4 shows that the average time spent responding to complaints at Stage One has remained consistent.

Indicator 5 shows that the proportion of complaints at Stage One closed against timescales (within 5 days) has increased over the 3 years from 85.2% to 86.4%.

The percentage of Stage One complaints granted an authorised extension has grown from 3.3% to 3.8% over the 3 years, although has fluctuated during this period.



STAGE TWO

STAGE 2 COMPLAINTS

	2015/16		2016/17		2017/18		3 Year Variance		1 Year Variance	
							Variance 2017/18 less 2015/16		Variance 2017/18 less 2016/17	
	No.	%	No.	%	No.	%	No.	%	No.	%
Indicator 2: Closed Complaints (% of all closed)	80	13.6% #	117	19.7% #	144	20.8%	64	7.3%	27	1.1%
Indicator 3: Complaints Upheld (% of Stage 2)	31	38.8%	44	37.6%	55	38.2%	24	-0.6%	11	0.6%
Indicator 3: Complaints NOT Upheld (% of Stage 2)	49	61.2%	73	62.4%	89	61.8%	40	0.6%	16	-0.6%
Indicator 4: Average Time Spent Responding to Complaints (Days)	17.2	-	17.5	-	17.7	-	0.5	-	0.2	-
Indicator 5: Complaints Closed Against Timescales (% of Stage 2)	62	77.5%	91	77.8%	97	67.4%	35	-10.1%	6	-10.4%
Indicator 6: Complaints That Were Granted Authorised Extensions (% of Stage 2)	14	17.5%	17	14.5%	26	18.1%	12	0.6%	9	3.6%

Notes: # %s revised from figures previously published

Between 2015/16 and 2017/18 the proportion of complaints closed at Stage Two has increased from 13.6% to 20.8%. This increase is counter to the SPSO goal of closing complaints at the first point of contact (more quickly). It also costs more to handle complaints at Stage Two compared to handling at Stage One.

Over the three years the proportion of Stage Two complaints that were upheld has reduced from 38.8% to 38.2%.

Indicator 4 shows that the average time to respond to complaints at Stage Two has grown slightly over the 3 years from 17.2 days to 17.7 days. It is however still within the 20 working days timescale set out in the CHP.

Indicator 5 shows that the proportion of complaints at Stage Two closed against timescales (within 20 days) has reduced over the 3 years from 77.5% to 67.4%.

The percentage of Stage Two complaints granted an authorised extension has grown from 17.5% to 18.1% over the 3 years, although has fluctuated during this period.

ESCALATED FROM STAGE ONE

COMPLAINTS ESCALATED FROM STAGE ONE										
	2015/16		2016/17		2017/18		3 Year Variance		1 Year Variance	
	No.	%	No.	%	No.	%	Variance 2017/18 less 2015/16		Variance 2017/18 less 2016/17	
	No.	%	No.	%	No.	%	No.	%	No.	%
Indicator 2: Closed Complaints (% of all closed)	30	5.1% #	26	4.4% #	26	3.8%	-4	-1.3%	0	-0.6%
Indicator 3: Complaints Upheld (% of Escalated)	7	23.3%	12	46.2%	13	50.0%	6	26.7%	1	3.8%
Indicator 3: Complaints NOT Upheld (% of Escalated)	23	76.7%	14	53.8%	13	50.0%	-10	-26.7%	-1	-3.8%
Indicator 4: Average Time Spent Responding to Complaints (Days)	16.7	-	17.0	-	18.0	-	1.3	-	1.0	-
Indicator 5: Complaints Closed Against Timescales (% of Escalated)	25	83.3%	17	65.4%	14	53.8%	-11	-29.5%	-3	-11.6%
Indicator 6: Complaints That Were Granted Authorised Extensions (% of Escalated)	3	10.0%	3	11.5%	8	30.8%	5	20.8%	5	19.3%

Notes: # %'s revised from figures previously published

Between 2015/16 and 2017/18 the proportion of complaints that have Escalated from Stage One has reduced from 5.1% to 3.8%.

Indicator 3 shows that over the three years the proportion of Escalated complaints that were upheld has increased from 23.3% to 50.0%. Due to the small numbers of Escalated complaints, the increase of 7 Escalated complaints has a bigger impact on changing the percentages.

Indicator 4 shows that over the 3 years the average time spent responding to complaints Escalated from Stage One has increased from 16.7 days to 18.0 days. It is however, still within the 20 working days timescale set out in the CHP.

Indicator 5 shows that the proportion of complaints Escalated from Stage One closed against timescales (within 20 days) has reduced over the 3 years from 83.3% to 53.8%. Due to the small numbers of Escalated complaints, any change in the completion times has a bigger impact on changing the percentages.

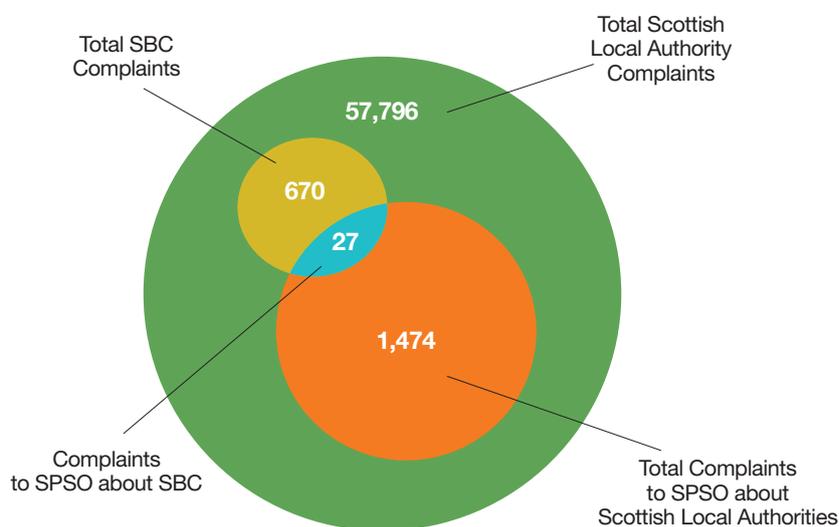
The percentage of complaints Escalated from Stage one granted authorised extensions has grown from 10.0% to 30.8% over the 3 years.

APPENDIX 2

SPSO LEARNING AND IMPROVEMENT

If, after we have fully investigated a complaint, the complainant is still dissatisfied with our decision or the way in which we have dealt with their complaint, the customer can ask the SPSO to look at the complaint.

In 2017/18 the SPSO received 27 complaints about SBC. This is equal to 1.8% of all complaints received by the SPSO in relation to the Local Authority Sector. The numbers of complaints that go to the SPSO are a very small proportion of all the complaints made about Scottish Local Authorities; this is illustrated by figure 7.



The 27 complaints to the SPSO equate to a 35% increase on the 20 received for 2016/17.

SPSO Received Complaints /Year	2015/16	2016/17	2017/18
SPSO Received Complaints about SBC	33	20	27
SBC Complaints as % all for Scottish Local Authority sector	1.9%	1.3%	1.8%
% Change to previous year	0.0%	-39.4%	35%

In 2017/18 the SPSO closed 30 complaints relating to SBC, of which 9 (30%) were considered to be 'Fit for SPSO' compared to 68% for 2016/17 and 27% for 2015/16. In 2017/18, 3 of the complaints about SBC to the SPSO were 'Upheld / Partially Upheld' compared to 2 in 2016/17 and 5 in 2015/16. The table below shows the results of the closed SPSO complaints related to SBC and how SBC compares to Scotland for the Local Authority Sector.

SPSO Closed Complaints for SBC / Year	2015/16			2016/17			2017/18		
	SBC Count	SBC %	Sector %	SBC Count	SBC %	Sector %	SBC Count	SBC %	Sector %
Closed	33	1.9%	2.9%	19	1.3%	2.1%	30	1.9%	2.7%
Stage SPSO Complaint Closed									
Advice	7	2.1%	19%	3	0.4%	49%	12	1.9%	42%
Early Resolution 1	12	2.1%	32%		0%	0%			
Early Resolution 2	1	1.2%	5%	11	2.0%	37%	14	1.9%	47%
Investigation 1	4	3.7%	6%		0%	0%			
Investigation 2	0	0%	0%	2	1.3%	10%	4	2.4%	11%
Premature	9	1.4%	38%	3	0.6%	6%	7	1.6%	28%
SPSO Decision									
Fit for SPSO	9	5.3%	11%	13	8.3%	10%	9	4.6%	11%
Upheld / Partially Upheld	3	3.1%	6%	2	2.1%	6%	5	4.7%	6%

Notes: # %'s revised from figures previously published

Case Studies for the 3 "Upheld / Partially Upheld" Scottish Borders complaints are detailed below and all resulting recommendations have been undertaken.

CASE STUDY 1

Mr C raised concerns about revisions to a local bus route and the turning manoeuvre buses performed outside his house as part of the revised route. He considered that this was unsafe and that the revision, which included the turn, should not be permitted. Mr C also raised concerns that, given the number of buses performing the turn every day including in the early morning and in the evening, this posed risks in terms of public health and created a noise nuisance.

SBC undertook observation and assessment of the turn and following this, the Council concluded that they did not have any concerns and would not look to prohibit the turn, communicating this to Mr C, who was not satisfied with the response and brought his complaint to us.

Mr C complained to the SPSO that the Council unreasonably failed to follow correct procedures when permitting the revision to the bus route. The SPSO found that the Council had considered the revised route when it was proposed by the bus operator, and concluded that it was reasonable for the Council not to have raised any concerns with the bus operator, given that the turn was not against road traffic law, and that existing bus routes already carried out the same turn. The SPSO found that the Council responded appropriately when it agreed to carry out an assessment of the turn following Mr C's concerns. The SPSO did not uphold Mr C's complaint that the Council failed to follow correct procedures in permitting the bus route.

Mr C also complained that the Council failed to respond to his complaint in accordance with their obligations. The SPSO found that the Council had failed to respond to his concerns under their complaints handling policy. In addition, they found that there was a failure to signpost him to the Council's Environmental Health Team to consider his complaints about noise and fumes. They also concluded that the Council failed to diligently follow up commitments made to Mr C that they would liaise with the bus operator with a view to seeking amendments to the bus route. The SPSO upheld Mr C's complaint that the Council failed to respond to his complaint in accordance with their obligations.

The Council was asked to apologise for the complaints handling failings, to progress discussions with the bus operator regarding seeking amendments to the bus route and to ensure the Council's Environmental Health team investigate concerns that Mr C has raised about noise and pollution.

CASE STUDY 2

Mr C complained about the Council's handling of assessments of his business following the imposition of a remedial action notice under the Food Hygiene (Scotland) Regulations 2006. He also complained that the Council incorrectly registered his business and failed to correct this within a reasonable time-frame.

The Council inspected Mr C's business and served a remedial action notice. Mr C said he sought to comply with the notice, but that the Council continuously changed what was being required from him. He also said that the Council failed to take into account the expert views of a food hygiene consultant who was assisting him to comply with the notice. Finally, Mr C said it had emerged that the Council had not managed his earlier application for registration correctly.

The SPSO found that the Council had relied on the professional judgement of their officers in assessing compliance with the remedial action notice and found there was extensive correspondence between the Council, Mr C, and his consultant. In this correspondence they saw evidence that the Council had taken into account opposing views, and had sought to explain their position. There was no requirement for the Council's officers to reach the same view as Mr C's consultant. While Mr C had said that the Council had shifted what was being required, they found that the correspondence suggested that the Council was seeking to explain what evidence we needed to be satisfied that compliance had occurred, and not that we were changing what we were asking for. The SPSO did not uphold Mr C's complaint that the Council had failed to assess his business reasonably following the imposition of the remedial action notice.

Regarding Mr C's complaint about the incorrect registration of his business, the Council acknowledged that there had been problems in the handling of applications and explained that they had not requested the appropriate form from Mr C at the time he made his application for registration. The Council had apologised to Mr C and had taken action to improve their management of the files. The SPSO upheld Mr C's complaint and as the Council had apologised to Mr C and taken action to address this issue, no further recommendations were made.

CASE STUDY 3

Mr C raised concerns that the Council had failed to investigate and act on alleged breaches of a planning condition. The planning condition had been imposed by the Council to offset the impact of traffic to build and service a new development. The Council accepted there were shortcomings in how the planning condition was framed, which later made it difficult for them to enforce it.

The SPSO took independent advice from a planning adviser, who agreed that the planning condition was not sufficiently precise. The planning adviser considered the Council had taken reasonable steps to investigate and act on alleged breaches of the planning condition. However the shortcomings in the framing of the planning condition limited the action that could be taken. The planning adviser considered that safeguarding residential amenity should have been a cited reason for imposing the planning condition, as well as road safety.

In light of the failings identified in the drafting of the planning condition, the SPSO upheld Mr C's complaint.

The Council was asked to apologise to Mr C for the failings in its framing of the condition, the planning team, in conjunction with the roads and infrastructure team, should monitor vehicles' usage of the new development and the road it sits on to assess whether it is a road safety concern. Two periods of monitoring were to be undertaken and if road safety concerns are noted, the Council should take appropriate action to resolve this with the company.

APPENDIX 3 LIVE BORDERS COMPLAINTS



Live Borders has a Complaints Handling Procedure that aligns with SBC's. Volume of all complaints, comments and compliments for 2017/18 are presented below (as well as overall figures for 2016/17 for comparison)

COMPLAINTS 17/18

	Q1	Q2	Q3	Q4	2017/18	2016/17
Price	3	3	2	6	14	16
Booking/access/info	20	14	5	16	55	78
Quality	4	8	19	16	47	27
Staff attitude	3	0	3	5	11	4
Other	11	9	16	11	47	8
Total	41	34	45	54	174	133
Comments	23	21	19	24	87	64
Compliments	8	4	6	3	21	8

The number of complaints recorded has increased since last year (+23.6%), as has the number of compliments and comments (+35.9% and +61.9% respectively). This is partly due to the ongoing promotion of the **Comments, Complaints and Compliments** process, revised when the integrated sport and culture trust was established in April 2016, as well as an increasing portfolio of premises and services now run by the Trust e.g. facilities at new schools.

2017/18 QUARTER BY QUARTER ANALYSIS

	Q1	Q2	Q3	Q4
Total received	41	34 (+ 1 c/f)	45	54
Received online	32	23	18	37
% received online	78%	68%	40%	68.5%
Closed complaints	41	35	43	57
Closed at stage 1	39	34	37	52
Closed at stage 2	2	1	3	4
Escalated from Stage 1 and closed	0	0	3	1
Total Upheld	14	17	28	23
Closed within authorised timescale	32	32	39	57
% closed within time scale	78%	88.6%	86.7%	100%



LIVE BORDERS LEARNING FROM COMPLAINTS

In Quarter 3 Live Borders had ten complaints relating to a data breach, where individuals' e-mail addresses were erroneously shared in a promotional e-mail for library activities which went to 1,111 library users. The breach was not reported to the Information Commissioner's Office (ICO) as it did not result in a risk to the rights and freedoms of individuals. Whilst there is always the risk of human error, following this incident processes have been put in place to avoid a recurrence and a campaign of awareness-raising in relation to Data Protection and the General Data Protection Regulations (GDPR) has begun.

During Q4, 13 complaints were later classified and dealt with as "requests for information". Some related to the period of facility disruption due to the heavy snow. This has resulted in some learning and improved procedures being put in place for future periods of business interruption such as the provision of information on the website and information provided to staff.

A staff attitude complaint during 2017/18 resulted in some positive engagement with the complainant, who was on the autistic spectrum, and this has resulted in improved staff understanding and an enhanced level of appreciation and service for customers who are also on the spectrum.

LIVE BORDERS COMPLIMENTS

The majority of compliments received are about staff and are shared on receipt. In Q2 this included praise for the calm, professional and compassionate way staff evacuated the leisure centre during a fire alarm at Eyemouth Pool. Other compliments have been received about swimming coaches and Business Support Assistants. Parties organised by Live Borders have also generated praise for staff. A World War 1 event also attracted high praise from a distinguished guest.

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NEW JEDBURGH INTERGENERATIONAL COMMUNITY CAMPUS

Report by Service Director Assets and Infrastructure

EXECUTIVE COMMITTEE

4 SEPTEMBER 2018

1 PURPOSE AND SUMMARY

- 1.1 **This report is to seek authorisation to enter into on behalf of the Council a contract in connection with the Design, Build, Finance and Maintain (DBFM) of Jedburgh Intergenerational Community Campus.**
- 1.2 The report to Council on 27 June 2017 gave approval to commence to develop a project that would see the closure of all 3 schools in Jedburgh and the creation of a single community campus.
- 1.3 An Emergency Powers report on 22 February 2018 gave approval to commence an enabling works contract to maintain progress to an opening of March 2020.
- 1.4 The report to Executive Committee on 5 June 2018 gave further approval to extend the scope of the enabling works.
- 1.5 The Council project team, with the support from external advisors, have now concluded the preparatory work on the project and ready to proceed to Financial Close. The Project Documents as listed in Appendix A, which are not yet in final form and subject to further amendment, would be entered into on behalf of the Council.

2 RECOMMENDATIONS

2.1 It is recommended that the Executive Committee:

- (a) **Notes the progress of the project to date;**
- (b) **Notes the continued undertaking of works under the Design and Build Development Agreement ("DBDA") until Financial Close;**
- (c) **Following the consideration of the content of this report, and the progress of the works under the DBDA, approve the Council entering into the DBFM project.**
- (d) **Approve the delegation of the negotiation, finalisation and approval of the final terms of the Project Documents (as defined in Appendix A to this Report), to the Chief Legal Officer in consultation with the Chief Financial Officer;**
- (e) **Approve the Chief Legal Officer's use of their delegated authority under 21.3 of the Financial Regulations and under the Scheme of Delegation to execute, deliver and manage the performance of the Project Documents (as defined in Appendix A to this Report)(noting that the project is an approved project identified as a major procurement for the purposes of 21.3 of the Financial Regulations);**

- (f) Approve the subscription by the Council of £10 equity in DBFM Co and the investment by the Council of £310,541 (plus a 5% buffer) subordinated debt in DBFM Co; and**
- (g) Request that a certified copy is produced of an extract of the minute of the proceedings of this meeting as verification that approval has been granted.**

3 BACKGROUND AND RECENT PROGRESS

- 3.1 The report to Council on 27 June 2017 gave approval to commence the preparatory stages to deliver a new intergenerational community campus in Jedburgh. This community campus would see the closure of Jedburgh Grammar, Howdenburn and Parkside schools with the merger of all three into a single building. The report identified that the project would be delivered with Hub South East Scotland Ltd and would be shared revenue funded between Scottish Borders Council and Scottish Government through its delivery agency, Scottish Futures Trust.
- 3.2 Since June 2017, the project has been making progress. After early design work was completed, a planning application was made in September 2017. This was approved at the Planning and Building Standards Committee on 8 January 2018. Soon after this approval, the Council undertook ecological works to reduce potential risks by felling a significant number of trees affected by the project.
- 3.3 During 2017, the statutory process to allow closure of the three schools in the town and the opening of the new campus in accordance with the Schools Consultation (Scotland) Act 2010 was successfully completed.
- 3.4 To maintain the overall programme commitment of an opening in March 2020, the Council entered into an enabling works contract in April 2018. On 5 June 2018, the scope of the enabling works was extended to include the construction of foundations and steelwork that will form part of the school building.
- 3.5 Progress with this enabling works contract, managed using a Design and Build form of contract ("DBDA"), has been positive and in accordance with the agreed programme. The weather conditions so far this year have been welcome given that a large element of the enabling works has been an access road to the campus, bulk earthworks movement of soil within the school site and the construction of a large retaining wall. The foundations and steelwork for the building have now commenced. The enabling works contract is now currently forecast to complete on 1 October 2018.
- 3.6 Members approved the commencement of the DBDA contract on the basis that the capital currently being used to finance this contract is returned to the Council when Financial Close is reached early in October 2018.

4 STAGE 2 SUBMISSION – COMMERCIAL CLOSE

- 4.1 The Report to Council on 27 June 2017 identified that delivery of the project would be in conjunction with Hub South East Scotland Ltd. Projects of this nature involve setting commercial parameters at the start of the project, preparing designs and costs and then checking them against the financial parameters at 2 distinct stages (Stage 1 and Stage 2). In June 2017, the financial parameters were set at;

Heading	Cost (£)
Construction Costs including main contractors preliminaries, overheads and profit, risk & inflation	31,087,658
Stage 1 Design Fees	298,064
Stage 2 Design Fees	700,285
Surveys	62,862
Hubco Development Portion and Fee	785,107
Total	32,933,976

- 4.2 In October 2017, a Stage 1 design and commercial submission was made that was broadly in line with the above financial parameters. Overall, the project was forecast to cost £31,587,568 but with construction inflation being held as a reserved item. It was acknowledged that this Stage 1 submission was in advance of the market testing process with the sub-contractors and suppliers of the individual works packages for the building contract. This market testing process has been ongoing from December 2017 through to July 2018 as part of Stage 2. During the period from mid 2017 to mid 2018, there has been significant movement in the cost of construction related materials and supplies.
- 4.3 The Stage 2 submission, being the final commercial offer from Hub South East Scotland Ltd, was made to the Council on 13 July 2018. The conclusion of the market testing process has had to be extended to allow for clarifications to the market testing returns to ensure value for money was being achieved. In some instances, this has involved changing the scope of the design to minimise cost.
- 4.4 A summary of the commercial submission made by Hub South East Scotland Ltd is as below;

Heading	Cost (£)
Construction Costs including main contractors preliminaries, overheads and profit, risk, inflation and post contract design fees	31,111,687
Stage 1 Design Fees	283,429
Stage 2 Design Fees	995,097
Surveys	52,439
Hubco Development Portion and Fee	482,615
Total	32,925,267

- 4.5 On the face of it, the Stage 2 submission is within the affordability cap set by Council on 27 June 2017 as noted in section 5.1 above. Unfortunately, the construction inflation pressures that was seen during the Stage 2 market testing process means that the only way of achieving this total has been by removing elements of the project that are able to be delivered by the Council direct using capital funding.
- 4.6 Members are reminded that the Council has allocated a capital budget for the project. In June 2017, a budget of £3.7M was set. Initially, this capital was able to forward fund the significant design costs incurred by the design team from late 2016 to summer 2018. Scottish Futures Trust encouraged the Council to do this at the time of their award as a principle of their funding. In February 2018, the capital financial plan also consolidated the capital cost for the Jedburgh 3G pitch within the overall campus project given that this synthetic pitch was being delivered within the campus project.
- 4.7 Setting aside the design costs incurred to the point at which financial close is reached, the Council will now deliver a range of associated elements of the project outwith the DBFM project using capital. It is confirmed that all of the elements as listed below do not trigger any capital contribution rules associated with revenue based funded projects.

1	Off site roadworks
2	Off site improvements to grass pitch at Howdenburn
3	Pedestrian Crossing at Oxnam Road
4	Relocation of Parkside PS to Howdenburn PS (August 2019)
5	Relocation of all schools to new campus (March 2020)
6	IT Equipment
7	AV Equipment
8	Loose Furniture
9	Core Path Improvements
10	Project Office Costs
11	Off site Safer Routes to School Works

- 4.8 The overall stage 2 submission is currently being checked and reviewed by Officers in conjunction with the appointed external financial and technical advisers to the project. It is stated within this report that the Stage 2 submission is generally compliant with what was expected to be submitted and that the submission is capable of being accepted. There are a number of clarifications however which will be reviewed with Hub South East Scotland Ltd prior to reaching Financial Close.
- 4.9 Given that the project is for both the construction and maintenance of the building, the Stage 2 submission also includes costs to the Council to provide facilities management and lifecycle replacement of the fabric of the building. It is noted within this report that the costs associated with these elements of the project are broadly within the caps set in June 2017, being £15/m² for facilities management and £13/m² for lifecycle replacement, both at a Q1/2013 price base.
- 4.10 It is also noted in this report that a condition of funding from the Scottish Government / Scottish Futures Trust is that the project is tested/controlled through their own governance processes. The project has successfully completed a gateway Key Stage Review at the completion of the Stage 2

process. It is noted that as far as the eligible elements of the project are considered, the project demonstrates value for money in terms of the area metric within the building and the cost metric associated with that area. In this way, Scottish Government have ensured that their funding investment to the project represents value for money.

5 COUNCIL APPROVAL OF THE PROJECT DOCUMENTS

- 5.1 The report to Council on 27 June 2017 identified that the new campus was possible as a result of a funding award by the Scottish Government as part of the 'Scotland's Schools for the Future Programme'. The funding award is being administered by Scottish Futures Trust (SFT), a delivery company owned by the Scottish Government. A condition of funding was that the project had to be delivered using the public/private development company Hub South East Scotland Limited.
- 5.2 For Design, Build, Finance and Maintain projects such as that required for Jedburgh, the contract will be entered into using standard form SFT documents available for use by public agency bodies. Funding for the project is by way of private finance organised and managed by DBFM Co following a national funding competition by SFT. The Project Documents therefore cover an overarching Project Agreement and several subordinate documents, agreements and warranties. A full list of the documents is included within Appendix A to this report.
- 5.3 The contract will be between Scottish Borders Council and a special purpose vehicle company referred to as DBFM Co which will be set up for the duration of the project. The nature and structure of the use of special purpose vehicles such as DBFM Co has changed in recent years linked to clarifications of European accountancy rules (known as ESA10). At that time, this had the impact of stalling the delivery of Kelso HS for a period. It may be of benefit to Members to be provided with a guidance note issued by Scottish Futures Trust in June 2015 that covers the principle of the structure of Design, Build, Finance and Maintain projects. This is contained within Appendix B to this report.
- 5.4 The Project Documents have been prepared with the assistance of three advisors to the Council covering Technical, Legal and Financial. Confirmation has been given to the Council that the Project Documents will be prepared from standard form unless otherwise agreed and that they are representative of current market provisions across similar schools projects in Scotland.

6 DELEGATED AUTHORITY

- 6.1 The Scheme of Delegation as approved by Council on 29 March 2018 and as amended on 31 May 2018 allows for the Chief Legal Officer to execute formal Agreements. For the avoidance of doubt and by way of this report, Members approve that the Design, Build, Finance and Maintain (DBFM) Agreement constitutes a formal Agreement in accordance with the Scheme of Delegation and delegate to the Chief Legal Officer the power to agree the final form of the Project Documents listed in Appendix A to this report.
- 6.2 The Scheme of Delegation also allows for the Chief Financial Officer to approve the terms of purchasing works and service supply contracts (point 2, page 10 of the Scheme of Delegation). For the avoidance of doubt and by way of this report Members delegate to the Chief Financial Officer the power to agree the terms of purchasing within the Project Documents listed in Appendix A to this report.
- 6.3 The Financial Regulations as agreed by Council on 29 June 2018 identifies at 21.3 that any major procurement or contract which is of a significant amount and of strategic relevance to the Council must be authorised /

signed by the Chief Legal Officer. For the avoidance of doubt and by way of this report, Members delegate to the Chief Legal Officer the power to sign the Project Documents listed in Appendix A to this report.

7 SUBORDINATED DEBT & EQUITY INVESTMENT

- 7.1 Council approved a Treasury Strategy on 20 February 2018. Within this Treasury Strategy, approval was given to increase the Council limit for investments in the subordinated debt of "DBFM Co". For the avoidance of doubt and by way of this report, the Members approve a share equity purchase of £10 and subordinated debt investment of up to 10% of the available subordinated debt investment in DBFM Co. The current financial model shows that this is £310,541. This subordinated debt investment will be made at the construction completion date for the project, forecast for March 2020. The equity investment will be made at Financial Close.

8 LOCAL GOVERNMENT (CONTRACTS) ACT 1997

- 8.1 In terms of clause Section 3 of the Local Government (Contracts) Act 1997, the Council requires to certify the purpose for which it is entering into the DBFM Project Agreement and the Funders Direct Agreement (both of which form part of the Project Documents) and its powers to do so, as well as its compliance with the terms of the Local Authorities (Contracts) (Scotland) Regulations 1997. Such a certificate must be executed by a Proper Officer on behalf of the Council and for the avoidance of doubt, and by way of this report, Members approve that Chief Legal Officer, in accordance with the current Scheme of Delegation, has the authority to do so.

9 FUNDING

- 9.1 The report to Council on 27 June 2017 identified that Scottish Government provide funding support in the form of revenue support covering 2/3rds of eligible project costs. This funding was fixed, that is no allowance for further fluctuations in inflation, at £17,891,303. An additional £260k was later given by Scottish Government to cover a range of low carbon/environmental performance improvements intended to be implemented to the building. A financial model has been submitted within the Stage 2 submission that identifies that overall the Council's share of the 1/3rd of eligible costs and the full cost of the ineligible abnormal costs results in a forecast of £13M capital equivalent contribution to the project.
- 9.2 Members are specifically made aware that the fixed revenue funding element of the project has had an influence on the Council's share of the project funding. At the time of award from the Scottish Government in June 2017, their funding was based on an area metric and a cost metric based on that area. The cost metric did allow for inflation but only that based on the prevailing conditions at that time. In June 2017, the Building Cost Information Service (BCIS) All In TPI rate was 289. The forecast at that time from June 2017 to Quarter 1 2018, being the commercial submission, was that the All In TPI would fall to 288, in other words deflation.
- 9.3 In the end, the commercial submission was not made until quarter 2 2018. More importantly though, the All In TPI rate in June 2018 now sits at 315, in other words inflation. On the face of it, this has placed a project pressure in the order of £1.5M for which the Scottish Government does not carry any risk for. This risk sits with the Council and places a pressure on the revenue based unitary charge payment. It is noted within this report that Officers have asked SFT on behalf of the Scottish Government if they would be willing to recognise the change in BCIS indices in relation to their funding. The reply unfortunately was that the funding was fixed in June 2017, based on the information to hand at that date and that no increase

in SG funding would be made. The Council have been informed that this is a fixed funding principle which applies across the entire Schools of the Future programme.

- 9.4 It is noted that the funding for the project is through private finance for which unitary charge payments are made by both Scottish Government and the Council over the 25 year concessionary period. Based on the above capital equivalent costs, the Council's yearly contribution to the unitary charge is expected to be in the order of £1M out of the overall Annual Service Payment of £2.934M. This covers the main debt repayment and those of the facilities management and lifecycle costs. Members will note that payment of these revenue costs is not liable until Completion, scheduled for March 2020 and for which the current revenue plan has made allowance for.
- 9.5 It is further noted in this report that the private finance will be fixed at Financial Close by way of swap rates through financial markets. In a situation where the Council should be placed in a 'no worse' situation, the Council's element of the funding is set at an equivalent Public Works Loan Board rate. For the avoidance of doubt, recommendation 3.1(c) is intended to provide the Chief Financial Officer with a control mechanism to suspend/defer the Financial Close in the event that the PWLB rate has fluctuated outwith ordinary movement parameters.
- 9.6 The Council will continue to use capital funding for the elements of the project that have been taken out and for which will be delivered directly by the Council as identified in 5.7 above.

10 PROGRAMME

- 10.1 The Council project team, Hub South East Scotland Ltd and their Tier 1 contractor, BAM Construction Ltd have worked hard since June 2017 to develop a programme that sees the school complete and open to pupils and the community by 31 March 2020. This was a principle of the funding award from the Scottish Government in June 2017.
- 10.2 Action was taken to preserve that opening date earlier this year by the use of an enabling works contract. This, together with reaching Financial Close by early October 2018, will ensure that the Council has made a demonstrable effort to ensure that the school is complete and able to open within that timescale.
- 10.3 Members will appreciate that there are some logistics around this opening, most notably that it is expected that the winter term is likely to finish on Friday 3 April 2020. Consideration will need to be given to the implications of opening the new community campus just prior to the planned Easter holiday period.

11 IMPLICATIONS

11.1 Financial

- (a) The Council approved the 2018/19 revenue and capital plan in February 2018. Within this plan, at a high level, it is noted within this report that allowance has been made for both the capital and revenue costs associated with the project. In capital terms, this allocation has and will continue to be used to cover early design costs and the implementation of goods and works that will not form part of the revenue financed project. These costs will generally cover those elements up to the Completion Date forecast for March 2020.

- (b) From March 2020, revenue allowance has been made with the current financial plans for costs associated with the project over its concessionary period of 25 years.
- (c) The project overall is seen as performing within both capital and revenue parameters.

11.2 Risk and Mitigations

- (a) All planning consents and permissions required to commence construction have been secured. Planning consent was obtained in January 2018 and all of the pre-commencement conditions have been cleared. Building warrant for the early construction stages such as foundations, drainage and structural frame has been obtained.
- (b) All land related risks have been addressed.
- (c) The statutory consultation process required under Education legislation to relocate the school has been addressed.
- (d) The financial risk for the project has been mitigated through the commercial discussions with Hub South East Scotland Ltd and its appointed Tier 1 contractors. The mitigation action taken at this stage has seen elements of the project delivered directly by the Council.
- (e) Mitigation of the financial risks on the project has resulted in the Council having to accept some of the delivery risk that can affect the opening of the school such as loose furniture, IT related equipment and offsite works. A project plan will be developed to monitor and control these risks during the overall construction process.

11.3 Equalities

There are no Equalities or Diversity issues associated with this report

11.4 Acting Sustainably

The contract obligations within the Project Documents place a requirement on DBFM Co to deliver community and other key performance benefits. This will be monitored by the Council during the construction and operational phases of the project.

11.5 Carbon Management

The project has benefitted from additional funding from Scottish Government to provide for improved low carbon and environmental performance measures within the school such as additional insulation and increased use of photovoltaic panels. This has allowed the project to be enhanced beyond that required under building standards regulations.

11.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

11.7 Changes to Scheme of Administration or Scheme of Delegation

No changes to the Scheme of Administration or Delegation are required as a result of this report.

12 CONSULTATION

- 12.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council are being consulted and their comments will be incorporated into the final report.

Approved by

Martin Joyce
Service Director Assets & Infrastructure

Signature.....

Author(s)

Name	Designation and Contact Number
Steven Renwick	Projects Manager, 01835 826687

Background Papers:

Previous Minute Reference: Scottish Borders Council 27 June 2017
Emergency Powers 22 February 2018
Executive Committee 5 June 2018

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APPENDIX A

PROJECT DOCUMENTS

The following documents which are not yet in final form and which are subject to further amendment would be entered into on behalf of the Council in connection with the Project (references to defined parties being as defined in the DBFM):

a)	The revised "Standard Form DBFM Agreement (hub DBFM Projects Version 2.5: June 2018 ("DBFM Version 2.5") as revised to incorporate: (I) the Norddeutsche Landensbank ("Nord/LB") and Scottish Futures Trust ("SFT") agreed derogations to the hub Standard Form Project Agreement for DBFM Projects (the "Nord-Derogations"); (II) any relevant project specific amendments; and (III) and other amendments agreed between the Authority and DBFM Co. entered into between (1) Scottish Borders Council and (2) DBFM Co for the design, build, finance, and maintenance of a new community building for the Jedburgh Area.
b)	A Funder's Direct Agreement to be entered into among (1) Scottish Borders Council; (2) the Security Trustee; and (3) DBFM Co
c)	A Building Contractor Collateral Agreement entered into among (1) Scottish Borders Council; (2) the Contractor; (3) DBFM Co; and (4) the Security Trustee
d)	An Architect Collateral Warranty entered into among (1) Scottish Borders Council; (2) the Contractor; and (3) the Architect
e)	A Mechanical and Electrical Engineer Collateral Warranty entered into among (1) Scottish Borders Council; (2) the Contractor; and (3) the Mechanical and Electrical Engineer
f)	A Structural Engineer Collateral Warranty entered into among (1) Scottish Borders Council; (2) the Contractor; and (3) the Structural Engineer
g)	An Independent Tester Contract entered into among (1) Scottish Borders Council; (2) DBFM Co; (3) the Independent Tester; (4) the Security Trustee; and (5) the Contractor
h)	A Facilities Management Contractor Collateral Agreement entered into among (1) Scottish Borders Council; (2) the Service Provider; (3) DBFM Co; and (4) the Security Trustee
i)	An Intercreditor Deed entered into among (1) Scottish Borders Council; (2) Sponsors; (3) DBFM Co; (4) Holdco and (5) the Security Trustee
j)	A Noteholder Support Agreement among (1) Sponsors; (2) DBFM Co; and (3) Holdco
k)	An Insurance Proceeds Account Agreement among (1) Scottish Borders Council; (2) Funder; (3) DBFM Co; and (4) the Account Bank
l)	Any additional documentation relating to the Project to which Scottish Borders Council is required to be a party;

together the "Project Documents".

APPENDIX B

**BRIEFING FOR HUB TERRITORIES: REVISED STRUCTURE FOR DESIGN BUILD
FINANCE & MAINTAIN PROJECTS, SCOTTISH FUTURES TRUST, JUNE 2015**

**Briefing for hub territories:
Revised structure for
Design Build Finance & Maintain Projects**

June 2015

**SCOTTISH
FUTURES
TRUST**

Briefing for hub territories:

Revised structure for Design Build Finance & Maintain Projects

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1. Introduction

Changes need to be made to the structure for delivering hub Design, Build, Finance and Maintain (“DBFM”) projects in order to reinforce the classification of those projects to the private sector for national accounts purposes under European System of Accounts 2010 (“ESA10”) rules and the accompanying Manual of Government Deficit and Debt 2014 (“MGDD”). A new hub DBFM delivery structure has been approved by Scottish Ministers and must be applied to all hub DBFM projects signed since the introduction of ESA10 (i.e. since 1 September 2014).

This briefing paper contains an overview of the new hub DBFM delivery structure (section 2) and the process for its implementation (section 3).

Until the new delivery structure is fully established, hub DBFM deals that are in a position to reach financial close will be able to do so under the existing hub DBFM delivery structure, on the understanding that they will transfer into the new structure once that is established. The transfer process is explained in section 3.

SFT has appointed Pinsent Masons LLP to advise on and prepare the legal documentation required to support the new DBFM delivery structure and to advise on the procurement law implications of making these structural changes. Pinsent Masons have produced advice on the changes, on which all public sector hub participants are entitled to rely (see annex 1).

It is important to note that the structural changes do not affect the joint venture arrangements at a hubco level. Each hubco will remain 60% private and 40% public (i.e. 30% public sector participants and 10% SFT) and the public sector will retain the board representation and involvement in the management and direction of hubco's affairs (including certain rights of veto) that have been at the heart of the hubco model from the outset. The changes will have no impact on the delivery of DBDA projects or other hubco partnering services (including hubco's development work in relation to DBFM projects) under the Territory Partnering Agreement.

2. Overview of the revised hub DBFM delivery structure

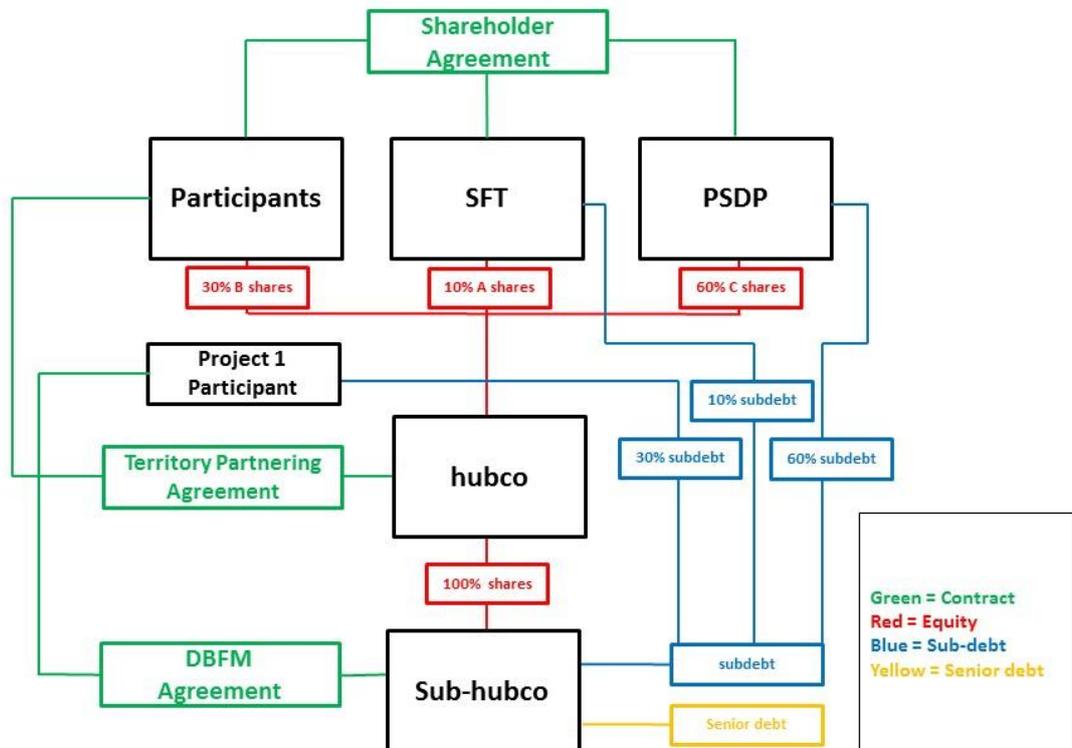
2.1. Establishing a DBFM Co

Maintaining the integrity of the hubco joint venture is important in light of the terms of the original hub procurements and the fact that the business of a hubco is wider than the delivery of DBFM projects. The changes are therefore limited to the structure for delivering hub DBFM projects.

At a high level, the revision changes the special purpose company established to deliver each DBFM project from being a 100% owned subsidiary of hubCo to being directly owned 60% by the private sector development partner, 10% by the procuring participant, 10% by SFT and 20% by a newly established hub charity. The reasoning behind the changes is set out in section 4 and the structure is described in more detail below.

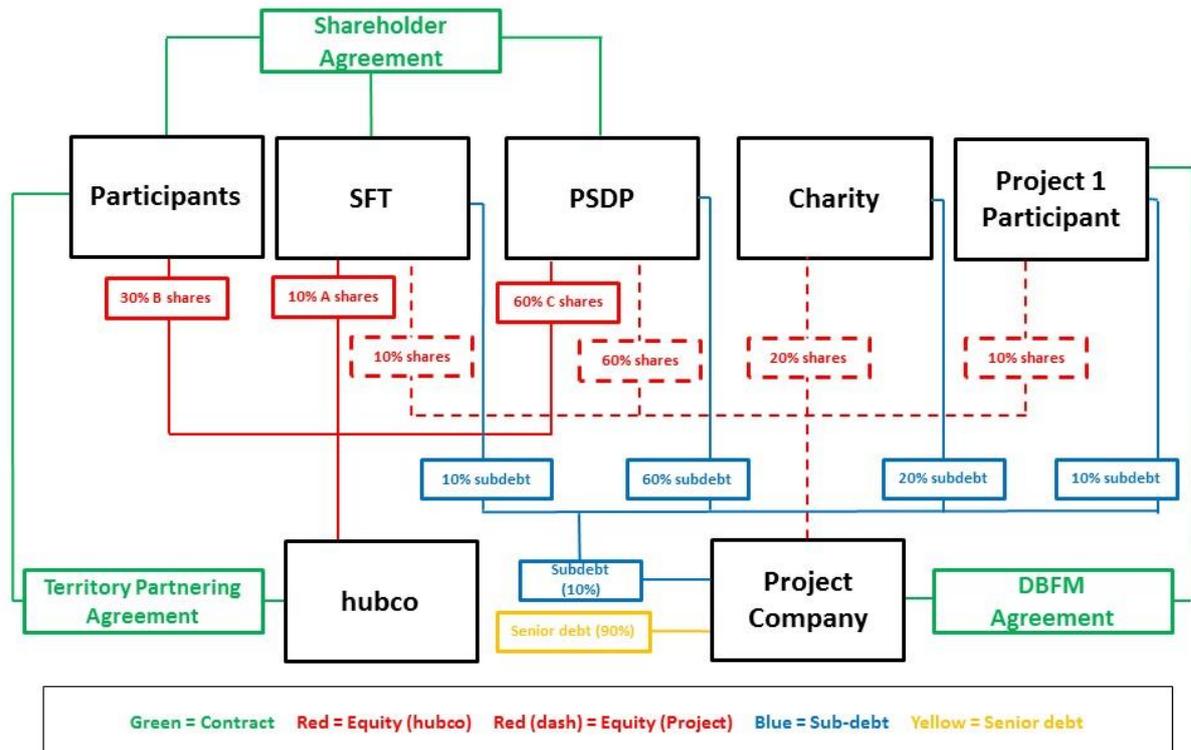
The existing hub DBFM delivery structure, in which a procuring participant will contract with a wholly-owned hubco subsidiary ("Sub-hubco") is set out in the following diagram:

hub structure - current



This will be replaced with a revised delivery structure as illustrated in the following diagram:

hub structure – ESA10 revision



Under the revised structure the procuring participant for a DBFM project will contract with a company that sits outside of the hubco corporate structure (a "DBFM Co") rather than with a Sub-hubco.

The DBFM Co will be owned 60% by the private sector development partner in the hub territory (PSDP), 20% by a newly-formed private sector charity (HCF - see section 2.2 below), 10% by SFT and 10% by the procuring participant.

Shares in the DBFM Co will be divided into the following classes - "A shares" held by SFT, "B shares" held by the procuring participant and the charity and "C shares" held by the PSDP.

A majority (most likely to be 3) of the DBFM Co directors will be appointed by the PSDP and so the board will be under private sector control.

The shareholders will have the right to invest subordinated debt in proportion to their % shareholdings (i.e. 60% PSDP, 20% charity, 10% procuring participant, 10% SFT).

The structure of the DBFM Co will be enshrined in its articles of association. Standard form DBFM Co articles of association have been produced and these will be mandatory across the hub programme (see annex 2).

2.2. The charity

A charity will be formed (referred to here as the “Hub Community Foundation” or “HCF”) to assist in and enhance the delivery of the wider community benefits that are connected with the activities of the hub programme. As set out below, the charity will be independently established and governed, what follows is a most likely description of it and its activities.

Charitable Purposes & Public Benefit

HCF’s purposes will be the advancement of education, the advancement of health, the provision of recreational facilities and the relief of those in need. It is anticipated that it will further these ends through:

- investing in projects that provide new facilities for delivering education, healthcare and other community services (including taking equity and subordinated debt in DBFM Cos formed to design, build, finance and maintain projects through the hub programme); and
- supporting other charitable organisations and initiatives (e.g. apprenticeship schemes or third sector community service providers) with income it receives from its DBFM Co investments and other sources (see below).

It will be for HCF’s board of trustees to determine the causes that HCF will support and therefore the public benefit that HCF will deliver.

Governance, Trustees and Membership

HCF will be established as a Scottish Charitable Incorporated Organisation (SCIO). Its board of trustees will comprise:

- 1 trustee appointed by SFT
- 1 trustee appointed by the 5 hub private sector development partners (“PSDPs”)
- a majority (3 to 5) of trustees who have an interest in the hub programme and its objectives but are independent of the public sector and the 5 PSDPs.

HCF’s members will be the SFT, the 5 PSDPs and the independent trustees.

Funding

In the short term, funding for HCF's initial set-up, operating costs¹ and initial share capital investments in DBFM projects² will come from a membership subscription of £10,000 (to be agreed) from each of the 5 PSDPs and SFT. HCF is unlikely to have sufficient funds in the short term to take up its entitlement to 20% of the subordinated debt on each hub DBFM project. The right to invest is a valuable asset in itself which HCF may be able to use to generate income from the outset, and in the future it may find a way of being able to invest itself.

In the medium to long-term, HCF's income is expected to include:

- Dividends paid on share capital that HCF holds in the DBFM Cos. These are expected to be irregular distributions and towards the end of the life of projects.
- Interest on subordinated debt investments that HCF makes in DBFM Cos. These are expected to be regular annual distributions from the point of construction completion onwards.
- Fees received in return for passing on subordinated debt investment opportunities.
- Income from any subordinated debt investments that HCF sells on the secondary investment market.
- Donations that PSDPs, SFT and Participants may choose to make as part of their community benefits or wider corporate social responsibility programmes.

Early modelling indicates that once in a "steady state" HCF could credibly be in a position to generate funds in the order of £50,000 annually to apply towards its charitable purposes.

SFT has taken early steps to consider the structure of the charity and further discussion with OSCR will now be pursued to allow its establishment.

2.3. Capital contributions

Under the revised hub DBFM structure there will be **no public sector capital contributions** (see Section 4).

Health Boards which had planned to make capital contributions to projects should discuss the revised arrangements with SFT and SGHSCD.

Local Authorities which had planned to make capital contributions to either projects undertaken with health partners or schools projects will not be able to do so. The project cost will be financed by hubco and the Local Authority will have to make an increased contribution to unitary charge payments in respect of the element of the capital cost it

¹ In the short-term, operating costs will be low (in the order of £10,000) if, as expected, HCF does not employ any staff and trustees are unpaid. Trustees are likely to meet twice a year.

² As equity in hub DBFMs is typically "pin-point" (e.g. in the order of £100 per project) HCF would only require funds in the tens or low hundreds of pounds for share subscriptions in early projects.

was intending to contribute. The “no-better-no-worse” principle of the overall funding of schools through DBFM arrangements will apply and Local Authorities will not be expected to contribute additional financing costs above those they would have incurred had the capital contributions been supported by PWLB borrowing. Advance payment of design / development fees prior to financial close is not affected by this change. Detailed funding arrangements supporting this principle can be discussed with the SFT schools team.

3. Implementation

3.1. Consents and amendments to hub documentation

Consents and amendments to the hub Shareholder Agreements and Territory Partnering Agreements are required to enable procuring Participants to enter into DBFM agreements with DBFM Cos rather than (as currently envisaged in the documentation) only with wholly-owned subsidiaries of the hubcos (Sub-hubcos).

Pinsent Masons have produced the documentation for these changes in each territory and the changes are explained in their advice note.

SFT and the hub Territory Programme Directors will work with individual participants and hubcos to ascertain the governance processes that each participant and private sector partners will need to follow in order to approve and sign the required documentation.

In parallel with this, the set-up of HCF will be progressed with OSCR.

3.2. Way forward for immediate projects

Projects that are ready to reach financial close before the TPA and SHA amendments have been formally documented and HCF established, will be able to proceed under the existing DBFM delivery structure, but on the understanding that they will transfer into the new structure once that is established.

For these projects, the procuring participant will enter into a DBFM agreement with a wholly-owned hubco subsidiary (a Sub-hubco), however the structure of the deal will otherwise be aligned as closely as possible to the revised structure so that the transfer into the revised structure can be made as easily as possible:

- projects will sign up to the new standard form DBFM agreement (with DBFM Co rather than Sub-hubco terminology)
- there will be no public sector capital contributions
- the DBFM Co will in the short term be a wholly-owned hubco subsidiary
- the public sector's subordinated debt will be taken up by SFT (10%) and the procuring participant (10%).
- the PSDP will take up its 60% share of subordinated debt and will have the right to take up the remaining 20%.

Once the charity is established, hubco will sell its equity in the DBFM Co to the PSDP (60%), charity (20%), procuring participant (10%) and SFT (10%). This transfer process is in fact provided for in the current hub documentation and will consents under the Shareholders and Territory Partnering Agreements.

Deals that have already signed since the introduction of ESA10 (i.e. since 1 September 2014) will also be transferred into the revised structure. For these projects, this will

involve a restructuring of both the equity and subordinated debt investments and details will be discussed with the individual projects.

3.3. Way forward for future projects

Once the Shareholder Agreement and Territory Partnering Agreement changes have been documented and HCF established, DBFM projects will proceed to financial close under the revised DBFM delivery structure.

3.4. Procurement – VEAT Notices

Pinsent Masons recommend that each territory publish a Voluntary Ex Ante Transparency Notice ("VEAT Notice") in the Official Journal of the European Union, advising the market of the intention to change the hub DBFM delivery structure and, in doing so, mitigating the risk of any procurement challenge. The VEAT Notices will not describe the changes in detail and of themselves will neither change the structure nor commit any party to agree to change the structure. The sooner the VEAT Notices are published, however, the sooner hub DBFM projects will be able to move forward. VEAT Notices have therefore been prepared and will be issued by SFT on behalf of each hub Territory Programme Board immediately.

Technically the immediate hub DBFM projects will be signed under the existing structure and later transferred (as is allowed for under the existing structure) and they are therefore not within the scope of the "change". Given that the VEAT notice adds market transparency and clarifies the position for the whole programme going forward, however, it is anticipated that these projects will wait until expiry of the 10-day VEAT period before signing.

4. Reasoning for Changes

Private classification of DBFM projects for national accounts purposes is required for Scottish Government to support projects from long-term revenue budgets rather than capital budgets as they are constructed.

The rules under which the national accounts are compiled are set in Europe by Eurostat. Under their revised ESA10 rules and supporting Manual for Government Deficit and Debt (MGDD), changes have been made to the rules applicable to the classification of projects delivered under public private partnership structures such as hub DBFM.

In order to reinforce the required private classification under the revised rules, SFT has identified that:

- a) any perception of public sector control over the delivery company (the Sub-hubco under the existing structure) must be avoided. This is achieved through the restructuring of that company as a stand-alone DBFM Co.
- b) public sector financing of projects whether through subordinated debt or capital contributions must be limited in order to maintain clarity of risk-transfer to the private sector delivery partner. To implement this:
 - i. the complete removal of any capital contribution to projects through the construction phase, or on construction completion is the cleanest approach and will be adopted across the programme;
 - ii. subordinated debt investment will align with the shareholding in the revised structure. SFT will hold 10% and the procuring Participant 10%. The PSDP will hold 60% and the charity will have rights to 20%. The PSDP will have the opportunity to take up any of the 20% allocated to the charity which it does not take up.

Annex 1: Pinsent Masons Advice

(Refer to separate document)

Annex 2: Revised Standard Form DBFM Agreement

(Refer to separate document – to follow)

Annex 3: Standard Form DBFM Co Articles of Association

(Refer to separate document)