



SCOTTISH BORDERS COUNCIL

PERFORMANCE REPORT

Q3 2025/26 (Oct 25 – Dec 25)

MILESTONES & PERFORMANCE INDICATORS



Clean, green future



Fulfilling our potential



Strong inclusive economy, transport and infrastructure



Empowered, vibrant communities



Good health and wellbeing



Working together improving lives



Introduction

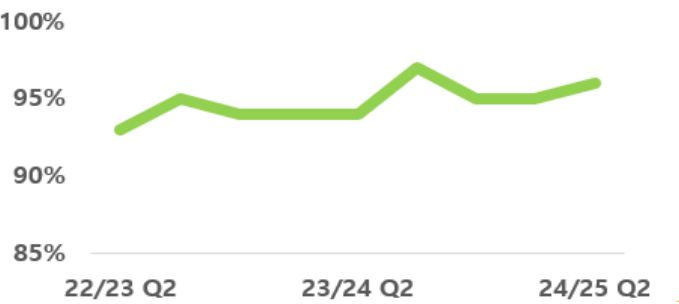
This is the Quarter 3 (October 25 – December 25) Performance Report for the 2025/26 Council Plan. It presents the Council's progress against the Key Milestones set out for Quarter 3 and provides an update on the Council's Performance Indicators. The report is structured into the 6 themes of the Council Plan.

For each theme the progress against key milestones is shown alongside the desired outcome or outcomes that it is contributing towards. Detail is then provided on the theme's performance indicators that are noted as being particularly positive, or areas of focus for improvement. All performance indicators are then summarised in a table, with the progress of each indicator identified as either positive, neutral, focus for improvement or for information only. Further detail on each indicator can be found in the Public Performance Dashboard on our website:

[Our performance as a Council: 2018-19 onwards | Scottish Borders Council \(scotborders.gov.uk\)](https://www.scotborders.gov.uk)

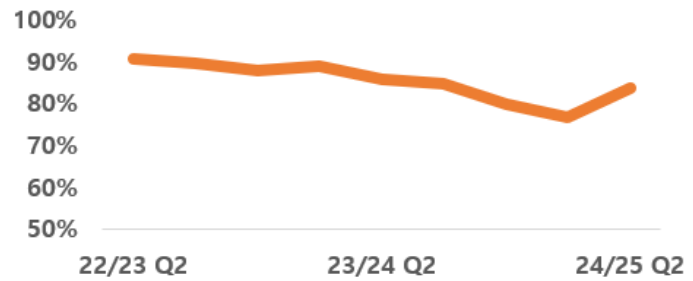
Indicators which indicate an **excellent** position are shown in charts coloured in **bright green** and show a star ★

The percentage of invoices paid within 30 days **remains consistent** and has remained **above 90%** for the last 4 financial years ★



Indicators showing a notable **reduction** in performance, or where there is a **focus for improvement** are shown in charts coloured in **orange**

The percentage of **FOI Requests Completed on Time** has increased over **Q2** but further action needs still to take place **in order to** meet the **target of 90%**



Performance Indicators Key

★ Excellent	There has been a notable improvement, or the data indicates an excellent position
● Positive/Satisfactory	There has been no significant change since the previous review, and progress is positive or satisfactory
● Focus for Improvement	There has been a notable reduction in performance, or the data suggests a position that we will be focusing on for improvement
í Information only	The indicator shows data for information purposes only



Change Updates and Summary of Performance Indicators

Updated and Changed Performance Indicators:

Empowered Vibrant Communities

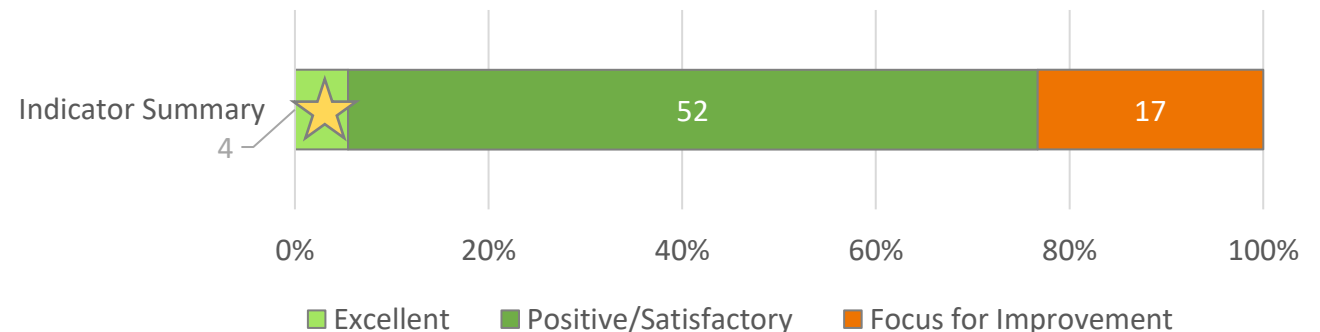
Previously SBC had 5 separate budgets within the Neighbourhood Support Fund. Due to a reduction in value of the Neighbourhood Support Fund it was determined that to make better use of the funds and maximise opportunities there would be one budget available that would be accessible to all locality areas and groups. This fund is therefore now presented as a whole and not broken down into localities.

Working Together, Improving Lives

Capital Receipts Generated – the figure presented in Quarter 2 was a cumulative figure rather than the quarterly figure. The Quarter 2 figure has been updated from £246,533 (cumulative) to **£171,733** (Quarter 2 value). The status has not changed for this indicator. The public dashboard has been updated.

Summary of Q3 Performance Indicator Status:

Of the 92 indicators presented this quarter, 56 are in a good position of which 4 are excellent. 17 are highlighted as areas of focus for improvement and there are 19 information only figures which provide context to some of the performance indicators also shown in the report.



Summary of Key Milestones



Clean Green Future

Although the development of a regional climate strategy has proved challenging, SBC is delivering elements of the Regional Climate Strategy through the Scottish Climate Intelligence Service. Work is also being undertaken within the Local Heat and Energy Strategy. Work continues with key regional partnerships.

Energy Efficient Scotland Area-based Schemes have delivered and plan to deliver a number of benefits within the Scottish Borders. Ecoflex is a domestic energy efficiency scheme and has delivered household improvements within the region.



Fulfilling our Potential

SBC are delivering on the Service Improvement Plan developed by the education department including raising attainment and delivering a relevant, inclusive curriculum.

S4 attainment has increased and alignment of timetables is planned for 2026 which will give pupils the opportunity to travel to different schools to access courses.



Working Together, Improving Lives

Transformation Project updates are now highlighted in the Quarterly Corporate Performance Reports and the Transformation Programme continues to support the Council Plan and Financial Plan.



Strong Inclusive Economy, Transport and Infrastructure

Work has been delivered on the Scottish Borders Events Strategy and the Responsible Tourism Strategy. There have been a number of events that have taken place in the Scottish Borders which have had a positive impact on the region and the Tour de France Grand Depart Stage 1 will pass through the Scottish Borders in July 2027.



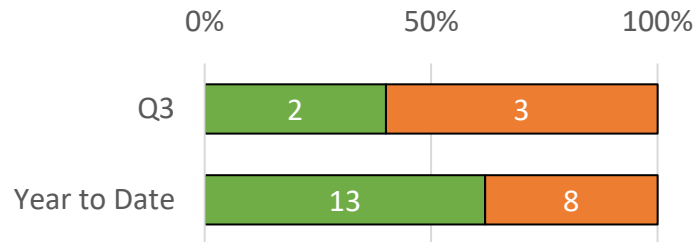


Summary of Performance Year to Date

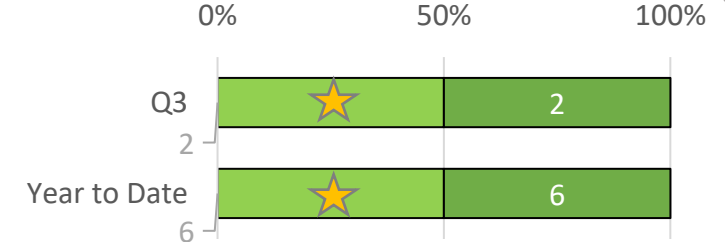
In the Summary of Performance Indicators, bright green with a star shows areas where performance has been excellent, green reflects areas that are positive/satisfactory and orange indicates performance levels that are a focus for improvement.



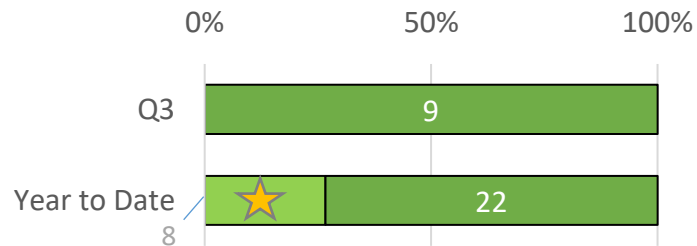
Clean, green future



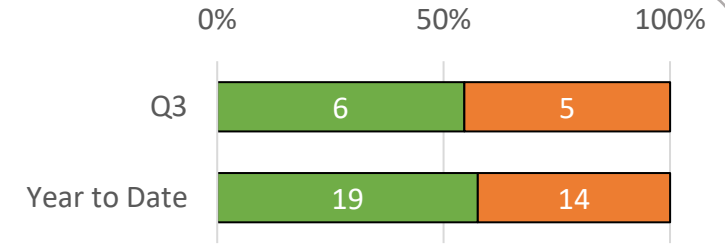
Empowered, vibrant communities



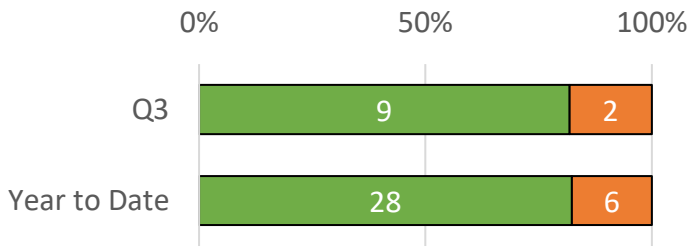
Fulfilling our potential



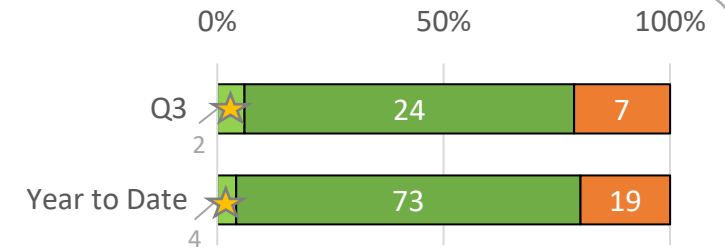
Good health and wellbeing



Strong inclusive economy, transport and infrastructure



Working together improving lives





Transformation Projects Update

Servitor Replacement Project

Review of the options to replace Servitor (SBC's current job-costing system) and deliver the preferred option

The **Servitor Review Project** was established to:

- assess **Servitor**
- identify a more **effective & sustainable** solution



The project aims to:

- improve **efficiency**
- reduce duplication
- better support **operational & performance reporting**



After **evaluation & engagement**, **Business World** (SBC's current HR & Finance System) has been identified as the **preferred** replacement system

**subject to confirmation that it can accommodate all critical processes*



Recent work focused on **validating SBC specific scenarios** with the majority expected to be **accommodated**

Targeted testing planned, particularly timesheet entry



Productivity

Working with consultants Phoenix to scope out opportunities to maximise the corporate use of Microsoft tools available to us



Project is looking at **improving productivity** across **SBC**

Discovery Days have been held with the senior management of each directorate to identify:

- pain points
- ideas
- opportunities for improvements



This will feed into the activity road map looking at **maximising** use of **current systems**

Work underway on **AI governance** to establish foundations for wider use of **AI tools** to support **productivity** across SBC



Transformation Projects Update



Live Borders

Phase 2 of the LIVE Borders review aiming to deliver high quality sport, leisure & cultural services through a financially sustainable and high performing partnership



Project was established in 2023 following initial overarching **joint review** of sport, leisure & cultural services & facilities



October 2025

- ❖ Analysis of **engagement findings** with over **5500** pieces of **data collected**
- ❖ Working **collaboratively** across **Live Borders & SBC**
- ❖ **Recommendations** were **based** on a range of **factors** including:
 - the analysed data
 - financial information
 - community health & social value
- ❖ **Interim** report presented to **Council**



November 2025

Joint review published and taken to **Council** on **20th November** which included

- **34 recommendations** relating to the Live Borders' managed estate
- Live Borders **internally led** Business Transformation Portfolio
- Movement to **new financial model** for **Community Centres** to allow a more tailored service
- **Agreement in principle** of **£5.3m** (*following feasibility works*) to invest & improve current facilities
- **Appointment** of **architect lead** team to develop business cases



December 2025

Development of Live Borders' Business Transformation Portfolio which aims to permanently reduce spend & increase income by around £2.2m



Joint Transformational Change Programme continues to be progressed by the Council and Live Borders

Transformation Reporting

This **Working Together Improving Lives** Key Milestone is also a Transformation Project. An update for this can be seen on **Page 25** of this report.

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.



Working with the Scottish Climate Intelligence Service (SCIS) and Scottish Borders Community Planning Partners, develop a Scottish Borders 'regional climate strategy' with a clear pathway to Net Zero by 2045

Developing a single, overarching regional climate strategy with SCIS and partners has proved more challenging than anticipated and is not currently being progressed. However, SBC continues to deliver the core elements originally envisaged through SCIS-supported area-wide activity and work with key regional partners. This approach aligns with the updated strategic direction reflected in the draft Council Plan (from April 2026)



SBC continues to deliver the component elements of the **Regional Climate Strategy** through **SCIS-supported area-wide activity** and through work with **key regional partnerships**



SBC currently **funding the facilitation of the Scottish Borders Construction Forum** to provide **networking and collaboration support** to the local construction sector around energy services



SBC continues to develop work with the SCIS to establish a **database of actions to reduce emissions** with initial focus on the **decarbonisation of buildings** and **transport and travel**



SBC continues to develop priority activity within the **Local Heat and Energy Efficiency Strategy (LHEES)** particularly around **domestic energy retrofit Area Based Schemes**

Activity of the **Scottish Borders Climate Action Network** to support community-based projects has **expanded** with **funding continued** to the **end of March 2026**



SBC continues to develop **programme activity with Edinburgh and South East Scotland partners** on 2 key Regional Prosperity Framework projects – a **Regional Energy Masterplan** and the **Climate Ready South East Scotland** partnership



Desired Outcomes linked to this Milestone

- Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.



Deliver Energy Efficient Scotland Area-Based Schemes (EES-ABS) in Scottish Borders communities to improve energy efficiency, promote heat decarbonisation and address fuel poverty. At the same time, seek to leverage community benefits where possible, building on previous examples, such as the provision of a defibrillator in Eyemouth, or work experience for high school students with our ABS managing agent, Changeworks.

EES-ABS are included within the **Local Heat and Energy Efficiency Strategy (LHEES)**, which has been **updated for 2025**



ECOflex domestic energy efficiency scheme sits beside LHEES but is also delivered through SBC



Between April 2024 & September 2025. ECOflex delivered **£3,817,374** worth of **improvements** to **332 eligible households**, including:

- installation of renewables
- insulation measures to 203 households



This saved **£406,349** in annual fuel bills and **957 tonnes** of carbon emissions



The 2025/26 EES-ABS have delivered the following benefits in Scottish Borders:

- BCA Ltd installed **Internal Wall Insulation** to Heart of Duns Hall, as part of Community Benefits delivery
- 3 Borders Pupils attended **Changeworks Work Experience Week** as part of Community Benefits delivery



EES-ABS plan to deliver the following benefits:

- installation of **20 Air Source Heat Pumps** at various locations
- installation of **Internal wall insulation** to 50 households by BCA Ltd
- installation of **Solar PV & Battery storage systems** to 50 households by Union technical Services
- Union Technical Services planned **installation of defibrillator** in Lauder, as part of Community Benefits delivery

Desired Outcomes linked to this Milestone

- An approach to energy in the Scottish Borders which is robust, affordable and which supports the region's response to climate change

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Waste	Annual Household Recycling Rate	48.58%	●	Quarterly
	Annual Household Waste Landfilled Rate	15.08%	●	Quarterly
	Annual Household Waste to Other Treatment	36.34%	●	Quarterly
	Annual Average Community Recycling Centre Recycling Rate	71.96%	●	Quarterly
	Missed Collections (as reported by the public) per 100,000 scheduled collections	57.25	●	Quarterly
Property	Electricity Consumption kWh <i>(annual rolling)</i>	Information received in Q4		6 Monthly
	Gas Consumption kWh <i>(annual rolling)</i>	Information received in Q4		6 Monthly
	Water Consumption m3 <i>(annual rolling)</i>	Information received in Q4		6 Monthly
	Oil Consumption <i>(annual rolling)</i>	Information received in Q4		6 Monthly
	LPG kWh <i>(annual rolling)</i>	Information received in Q4		6 Monthly
	Biomass kWh <i>(annual rolling)</i>	Information received in Q4		6 Months

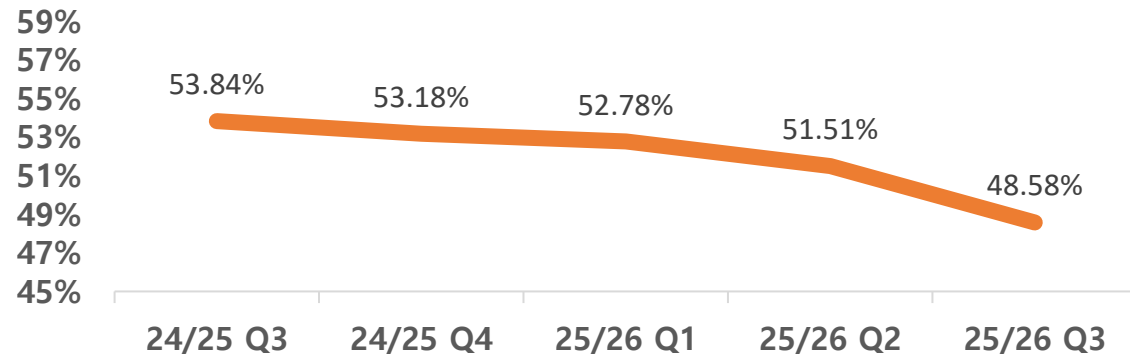
Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement ⓘ Information only

CLEAN GREEN FUTURE

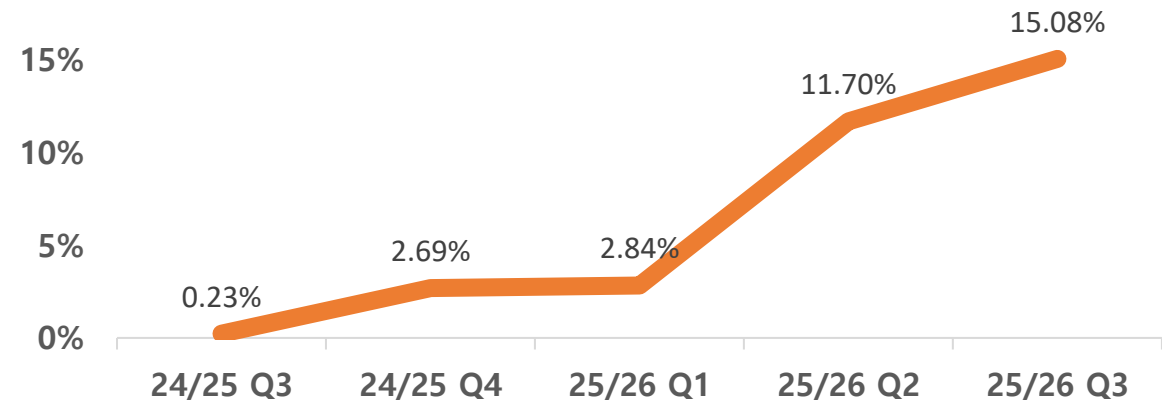
PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.



The Annual Household Recycling Rate has continued to **reduce** in Q3 & remains a **Focus for Improvement**



The Annual Household Waste Landfilled Rate has continued to **increase** in Q3 and continues as a **Focus For Improvement**



The decrease in the Annual Household Recycling Rate and the increase in the Annual Household Waste Landfilled Rate is the result of new legislation which limits the ability to recycle upholstered domestic seating and an increase in the quantity of residual waste being sent directly to landfill without pretreatment. This is also linked to changes in service provision from our previous residual waste treatment provider, which necessitated a transition to a new arrangement.

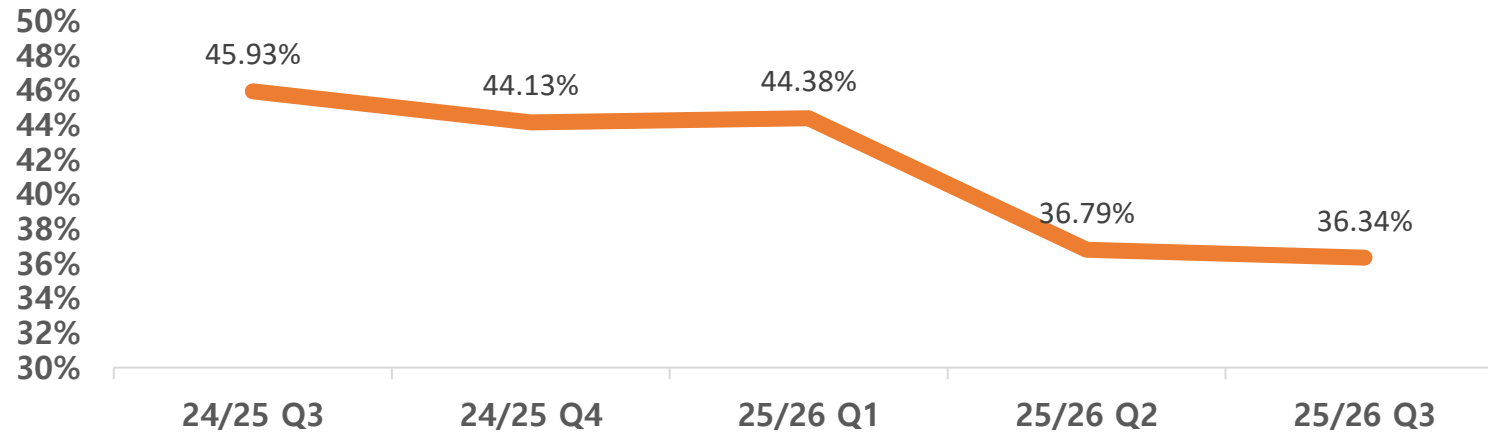
Action: The Council's ability to recycle upholstered domestic seating is restricted due to the new legislation, as is the case for all Local Authorities across the UK. To reduce the quantity of residual waste being sent directly to landfill the Council awarded a new short-term contract in July 2025. This will ensure waste is sent directly to Energy from Waste; however, the new provider does not offer pre-treatment, so we expect the Council's recycling performance to continue to reduce before it stabilises. The Council's future recycling performance will be dependent on the long-term residual waste solution and the services offered at the kerbside

CLEAN GREEN FUTURE

PRIORITY: Accelerate action to adapt to and mitigate the effects of climate change and extreme weather.



The Annual Household Waste 'Other Treatment' has **reduced** in over the last year & is a **Focus for Improvement**



Annual household waste "other treatment" rate has reduced predominantly due to changes in service provision from our previous residual waste treatment provider, which necessitated a transition to a new arrangement.

Action: To increase the quantity of residual waste being sent directly to other treatment the Council awarded a new short-term contract in July 2025. This will ensure waste is sent directly to Energy from Waste. In the longer term, performance will depend on the future residual waste contract which is currently in the process of being procured.

FULFILLING OUR POTENTIAL

PRIORITY: Empower schools and their communities to deliver a high-quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.



Deliver against the Service Improvement plan developed by the education department with a focus on improving pathways for students and deliver improvement in qualifications performance

The **Service Improvement Plan** sets out **key strategic improvement priorities** for SBC schools & education settings, including:

- Raising attainment
- Delivering a relevant, inclusive curriculum
- Ensuring all learners are safe, supported and included
- Developing confident, collaborative leadership to drive sustainable improvement



SBC offers **33 different National 5 courses** and **30 other SCQF Level 5** courses in S4 such as:

- criminology
- health sector
- furniture-making
- travel & tourism



Work undertaken on the Service Improvement Plan includes:

- **alignment & equity of opportunity** in the curriculum
- **further** development of **Schools Academy Programme** with Borders College
- **increase** in **work-based learning experiences**
- **Winter leavers programme** for S5's to maximise attainment
- **S6 Hub** in Galashiels



Schools, in collaboration with partners, offered **158 different qualifications/awards** at **SCQF Level 2-7**, similar to 2024



As of November 2025, **82.2%** of **primary school children** are on track to achieve **national standards of achievement**.

This is 1.5% **higher** than 2024

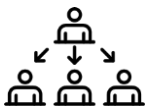


76.3% of **S5 learners** achieved **A-C passes at Higher (SCQF Level 6)** in 2025.

This is 1.7% **higher** than 2024



A **senior leader** has been **seconded** for **2 days a week** to take forward the **recommendations** from the **Community of Practice**



Desired Outcomes linked to this Milestone

- Raise attainment in literacy and numeracy closing the attainment gap between the most and least disadvantaged

FULFILLING OUR POTENTIAL

PRIORITY: Empower schools and their communities to deliver a high-quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.



Transform the Senior Phase Curriculum Year 1(S4) aiming to improve attainment, curricular pathways and qualifications

Clarification: The transformation of the Senior Phase Curriculum covers **S4 to S6** and is ensuring we are aligned with the national work of the Curriculum Improvement Cycle and guidance from Education Scotland.

Systems and processes being developed ready for course choice & timetabling by the end of **March 2026**. This also involves **collaboration** with senior leaders and partners.



89.6% of S4 learners achieved an **award** at **A-D** in 2025
An **increase** on **88.4%** in 2024



Overall pass rate (A-C) in 2025 for S4 pupils at SCQF Level 5 (National 5) was **78.3%**
An **increase** on **77.1%** in 2024

Alignment

- from August 2026 **all secondary schools** will **align 4 choice columns** from 6
- aligned columns **timings** will be the **same in every school**
- this timetabling will give pupils the **opportunity** to **travel** to **different schools** to access courses



From August 2026, all schools will offer **at least 7 qualifications** in S4 instead of 6

SBC aim to **increase extended work based learning opportunities** to improve skills needed for employers



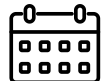
Innovation Fridays develop a curriculum offer to senior pupils which develops **skills & achievements**



SBC plan to offer **at least 5 Advanced Higher** courses online for schools which currently don't offer Advanced Highers



From August 2026 SBC will pilot a **Winter Leavers** programme in Selkirk High School, Hawick High School & Galashiels Academy



Desired Outcomes linked to this Milestone

- Improve employability skills to enable sustained positive school leaver destinations

FULFILLING OUR POTENTIAL

PRIORITY: Empower schools and their communities to deliver a high-quality education focused on excellence, equity, wellbeing and improved outcomes for children, young people, and families.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Education	Average primary school attendance rate	93%	●	Quarterly
	Average secondary school attendance rate	89%	●	Quarterly
	Average primary and secondary school attendance rate	91%	●	Quarterly
	Number of Exclusion Incidents – Primary Schools	6	●	Quarterly
	How many primary school pupils were excluded?	5	●	Quarterly
	Number of Exclusion Incidents - Secondary Schools	23	●	Quarterly
	How many secondary school pupils were excluded?	23	●	Quarterly
	Number of Exclusion Incidents – Primary and Secondary Schools	29	●	Quarterly
	How many primary and secondary school pupils were excluded?	28	●	Quarterly
	Number of Schools/Nurseries inspected per Quarter	2	í	Quarterly

Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement í Information only

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE



PRIORITY: Deliver the key economic development programmes for our region - the **South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal** and the **Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework** – making our economy stronger, greener and more sustainable.

Deliver a new Events and Tourism Strategy across 2025, informed by the South of Scotland (SoS) Responsible Tourism Strategy, the SoS Cycling Strategy, and Regional Events Strategy

Clarification: there was a pre-existing **Scottish Borders Events Strategy, South of Scotland Cycling Partnership Strategy and South of Scotland Responsible Tourism Strategy**, The focus of this year has been delivering on these strategies which were launched in 2022, and 2024 respectively. The focus in this reporting period has been on delivering against the action plans for these strategies to strengthen our reputation as a host and visitor destination.

British Cycling reported in **October 2025** that the June **Tour of Britain Women's race** starting and finishing in Kelso **generated £5.3m** event impact for the Scottish Borders



Scottish Borders is working to become a premier UK destination by enhancing infrastructure for year-round tourism, focusing on:

- Nature
- Heritage
- Active travel



SBC are supporting **Three Rivers Active Tourism Project** which:

- enhances cycling/walking routes (Clyde, Tweed, Annan)
- promotes local heritage, food & events through initiatives like Destination Tweed



SBC has secured the majority of the **Tour de France Grand Depart Stage 1** which will pass through the Scottish Borders in **July 2027**



SBC will **support** the **Destination Tweed** project, ensuring development aligns with economic ambitions to strengthen and **grow** the **visitor economy**



SBC will continue to provide **financial & in-kind support** to a wide portfolio of **strategic events** in region



SBC are working on a **Strategic Tourism Infrastructure Development Plan** with:

- Consultation
- Site assessments
- Analysis



This will identify key locations & initial concepts aligned to the **Rural Tourism Infrastructure Fund** objectives

Desired Outcomes linked to this Milestone

- A stronger, greener, more inclusive economy, which promotes the wellbeing of our residents and revitalises our town centres, ensuring that local businesses and social enterprises thrive

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

PRIORITY: Deliver the key economic development programmes for our region - the **South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal** and the **Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework** – making our economy stronger, greener and more sustainable.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Major Capital Projects	RAG status is "Green"	7	●	Quarterly
	RAG status is "Amber"	5	●	Quarterly
	RAG status is "Red"	1	●	Quarterly
Working Age Population	Working age population (16 - 64) employment rate*	76.5%	í	Quarterly
	Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	2.7%	í	Quarterly
	Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	4.4%	í	Quarterly
Customer Advice & Support - Financial Inclusion	Number of People referred in the quarter	379	●	Quarterly
	Monetary Gain for cases closed in the quarter	£1,086,512	●	Quarterly
	Cumulative Monetary Gain for cases closed in the year to date	£3,766,292	●	Quarterly
Customer Advice & Support - Housing Benefit	New Claims (Avg No. of Days to process)	17.7	●	Quarterly
	Change Events (Avg No. of Days to process)	8.19	●	Quarterly
Business Gateway	Total number of new Business Start-Ups (Business Gateway)	8	●	Quarterly
	Number of clients attending start-up workshops/seminars (Business Gateway)	76	●	Quarterly
Estates/Economic Development	Occupancy Rates of Industrial and Commercial Units	92%	●	Quarterly
Community Benefit Clauses	Total Number of Contracts Awarded with Community Benefit Clauses (CBC) included	Not reported this quarter		Annual
	Number of new Employment and Skills opportunities delivered as a result of Community Benefit Clauses (CBC)	Not reported this quarter		Annual

* Please Note that there is a lag of one Quarter for data provided for employment rates

Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement í Information only

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE



PRIORITY: Deliver the key economic development programmes for our region - the **South of Scotland Regional Economic Strategy, Borderlands Inclusive Growth Deal** and the **Edinburgh and South East Scotland City Region Deal and Regional Prosperity Framework** – making our economy stronger, greener and more sustainable.

- Changes in Q3:**
- Hawick Flood Prevention has moved from **Amber** to **Green**
 - Eyemouth Primary School and Eyemouth Nursery & Family Centre have moved from **Green** to **Amber**

The Project Teams have a RAG status framework to monitor and mitigate Capital risks.

Amber Status:

Eyemouth Primary School and Eyemouth Nursery & Family Centre projects programme is delayed following the public consultation being stopped and withdrawn. This has significantly disrupted project delivery timescales and as a consequence puts at risk £1.4m of funding which must be spent by 31 March 2027. A public engagement plan has been developed and is progressing to help mitigate this risk and move the project forwards. Design proposals for **Jedburgh High Street Building** have been reviewed in consideration of ongoing works at 3–5 Exchange Street, which are onsite and progressing at pace. Discussions are underway to facilitate minor design revisions and advance the tender process. The **Borderlands unit at Coldstream** has been substantially complete for some time, pending only the water connection. Additional works to historic water connections are progressing in dialogue with Scottish Water. The Council has invested heavily in modernising its **plant and fleet** in recent years with further significant investment required. Fleet services and finance continue to work together on a 10-year replacement programme to ensure the Council's fleet remains fit for purpose.

Red Status:

Northumberland County Council are leading on the **Union Chain Bridge** project and officers are working with them to manage and conclude outstanding matters and reduce the risk position.

Please note that Selkirk High School remains on track and continues to be reported through quarterly Executive Monitoring. Following assessment, it no longer requires reporting through Corporate Performance as this sits within a capital block allocation.

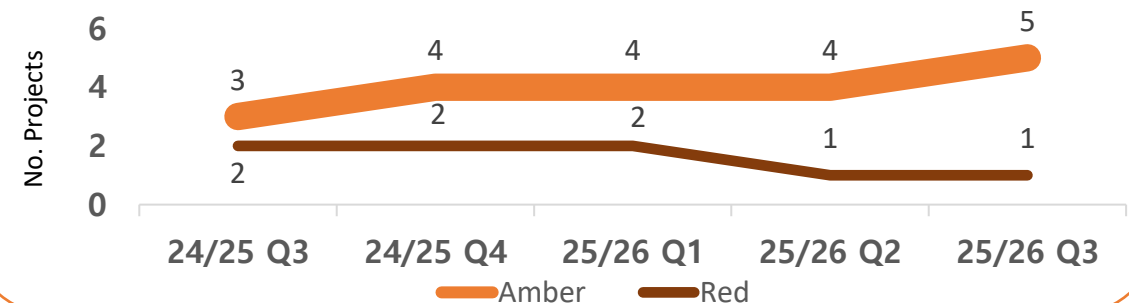
7 Capital Projects continue on track:

- Borders Innovation Park Phase 2
- Chambers Institution Peebles
- Galashiels Academy
- Hawick High School
- Hawick Flood Protection
- Peebles High School
- Tweedbank Care Village

3 projects are in the **feasibility** stage:

- Hawick Care Village
- Lowood Masterplan
- Tweeddale Additional Support Needs Provision

The number of Capital Projects with a **Red** Status remains at 1 in Q3, those with an **Amber** status has increased to 5. The Hawick Flood Protection Scheme moved from a **Red** status to an **Amber** status in Q2 and then to **Green** Status in Q3. This is **positive**. Both continue to be a **focus for improvement**



EMPOWERED VIBRANT COMMUNITIES

PRIORITY: Support communities and empower people to achieve strong, active, resilient and sustainable communities and to realise opportunities for improving people's lives.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Communities & Partnerships -Asset Transfers	Number of Requests Received	0	<i>i</i>	Quarterly
	Number of Requests Agreed	0	<i>i</i>	Quarterly
	Number of Requests Refused	0	<i>i</i>	Quarterly
Communities & Partnerships - Participation Request	Number of Requests Received	0	<i>i</i>	Quarterly
	Number of Requests Agreed	0	<i>i</i>	Quarterly
	Number of Requests Refused	0	<i>i</i>	Quarterly
Communities & Partnerships	The number of people carrying out volunteer work with SBC	264	●	Quarterly
Value of Funding Awarded	Neighbourhood Support Fund Total Scottish Borders (from Borders Community Action)	£135,000	<i>i</i>	Annual
	Neighbourhood Small Schemes Fund – Total Value of funds awarded (cumulative)	£92,844	<i>i</i>	Quarterly
Community Resilience	SB Alert - No. of people registered	7943	●	Quarterly
	No. of Active community resilience plans	55	★	Quarterly
	No. of Progressing community resilience plans	0	★	Quarterly

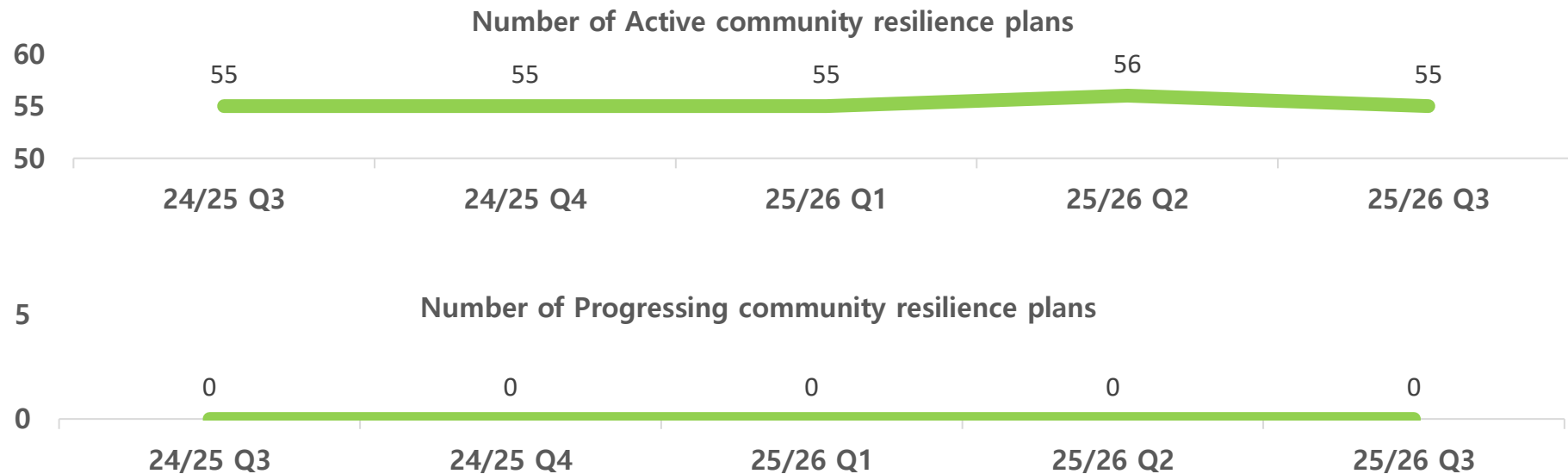
Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement *i* Information only

EMPOWERED VIBRANT COMMUNITIES

PRIORITY: Support communities and empower people to achieve strong, active, resilient and sustainable communities and to realise opportunities for improving people's lives.



The number of both **Active and Progressing community resilience plans** continues to remain steady with a slight increase in Q2 2025/26. A reduction in numbers in Q3 was a result of a group falling into abeyance due to volunteers stepping down from the group and Community Council. New potential volunteers have identified themselves and SBC has already linked in with them. This level of performance is still considered to be very positive and **Excellent** with the existing group numbers being one of the highest totals in the country



Zero is considered **Excellent** as all work has been completed and there are no outstanding plans needing addressed

GOOD HEALTH AND WELLBEING

PRIORITY: Ensure the people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Social Work Children & Families	Looked After Children (aged 12+) in family-based placements compared to those in residential placements	60%	●	Quarterly
	Looked After Children (All ages) in family-based placements compared to those in residential placements	75%	●	Quarterly
	Number of Looked After Children (LAC)	209	●	Quarterly
	Number of Inter-agency Referral Discussions (IRDs) held about a child	180	í	Quarterly
	Number of children on Child Protection Register	63	í	Quarterly
Adult Support & Protection	Number of Concerns	114	í	Quarterly
	Number of Inquiries with Investigative Powers	70	í	Quarterly
Economic Development & Procurement	Additional homes provided affordable to people in the Borders, based on our wages	16	í	Quarterly
NHS**	Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population* please note this data is for the period July – September 2025	276.9	●	Quarterly
Domestic Abuse	Number of High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference (MARAC)	50	●	Quarterly
	Number of Referrals to Domestic Abuse	106	●	Quarterly

* Please note that the data provided is derived from Board of Residence monthly figures

** There is a lag of one Quarter for data provided for NHS data

Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement í Information only

GOOD HEALTH AND WELLBEING

PRIORITY: Ensure the people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Safer Communities	Number of persons being monitored for Antisocial Behaviour	263	●	Quarterly
	Number of new temporary homelessness accommodation tenancies that commenced in the time period	109	●	Quarterly
	Percentage of households assessed as unintentionally homeless or threatened with homelessness (where contact was maintained) who secured settled accommodation in either Social Housing, Private Rented Housing or Owner/Occupied housing	91%	●	Quarterly
	Average number of days from assessment to closure for applications assessed as homeless or threatened with homelessness	171	●	Quarterly
	Average number of days households spent in temporary accommodation during the course of their homeless assessment	89	●	Quarterly

Road Incidents

Unfortunately, there was 1 fatality as a result of road accidents in the Scottish Borders over the 3 months of Q3 2025/26 . This is the same number as it was for the same period last year.

There were 10 people seriously injured as a result of road accidents in the Scottish Borders over the 3 months of Q3 2025/26 . This is a decrease of 5 for the same period last year.

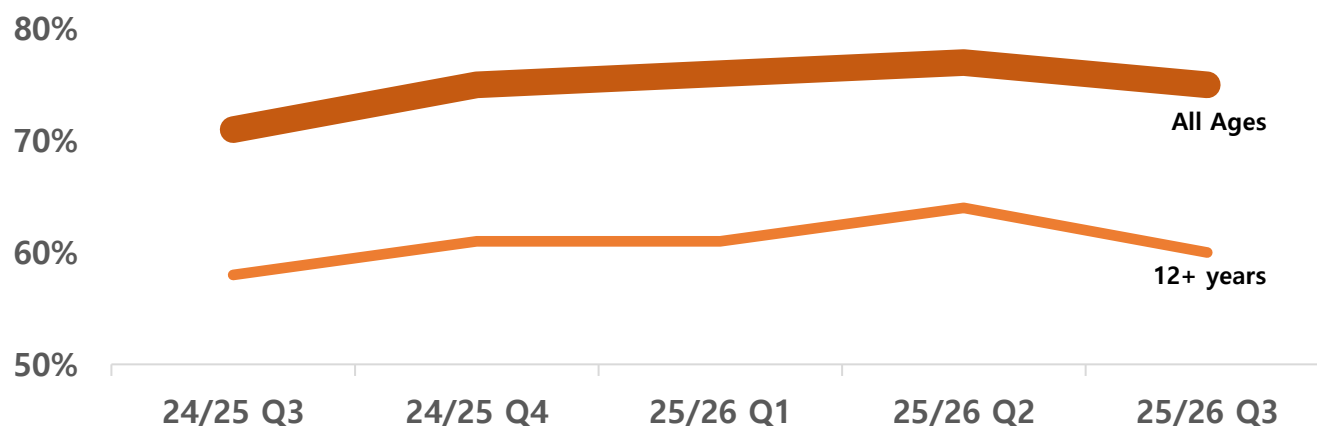
Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement ⓘ Information only

GOOD HEALTH AND WELLBEING

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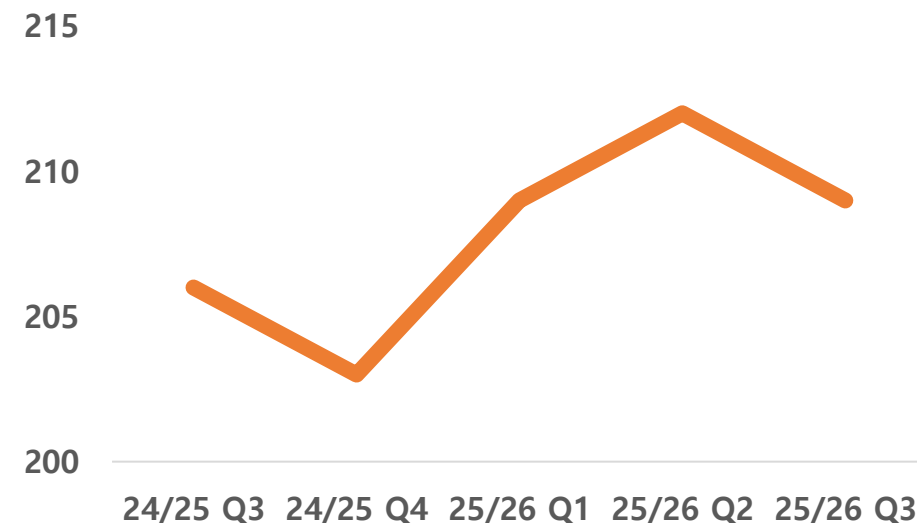
The trends for both the percentage of **Looked After Children aged 12+ in family-based placements** and the percentage of **Looked After Children of all ages in family-based placements** have reduced since last quarter although there has been a **positive** trend over the past year. This continues to be an area for **focus for improvement**.



The Out of Authority Project aimed at reducing external residential placements continues to focus on both bringing children and young people back from external placements and preventing the need for accommodation out with the Scottish Borders.

Action: 7 new foster carers (4 households) were recruited in 2025, a significant increase over the previous 5 years. Currently 6 foster carer household assessments are underway, again a significant improvement over recent years. Continuing to work through the Out of Area Placement Project

The number of **Looked After Children** has **decreased** since the last quarter. This PI remains a **focus for improvement**.



Action: Service delivery models across multi-agency landscapes will be considered. This will include consideration of specialist education service delivery, family support service models, tailored support programmes and localisation of teams & services to be responsive and adaptive to meet needs

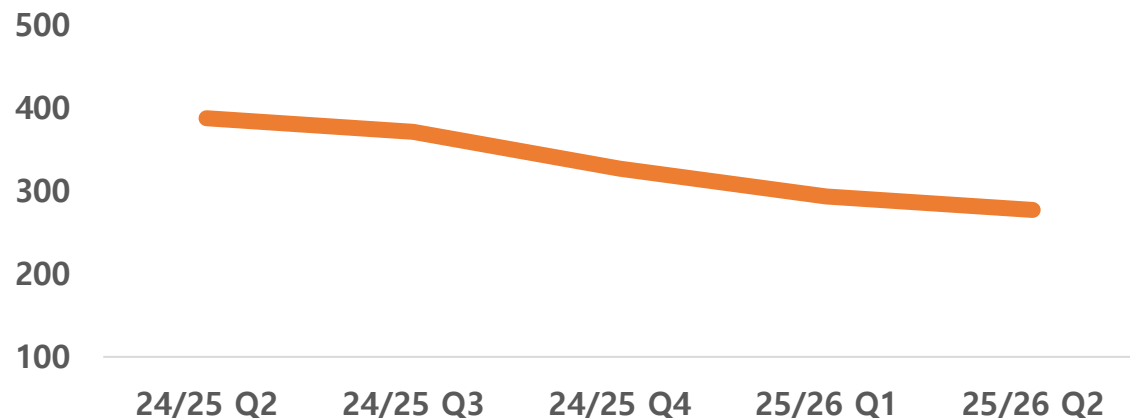
GOOD HEALTH AND WELLBEING

PRIORITY: Ensure the people of the Scottish Borders have the opportunities and are supported to take control of their health and wellbeing, enjoying a high quality of life.



The number of bed days associated to **Delayed Discharges** has consistently **decreased** since Q2 2024/25 which is **positive**. This indicator continues to be **focus for improvement** for Q2.

Please note this data is for the period July – September 2025

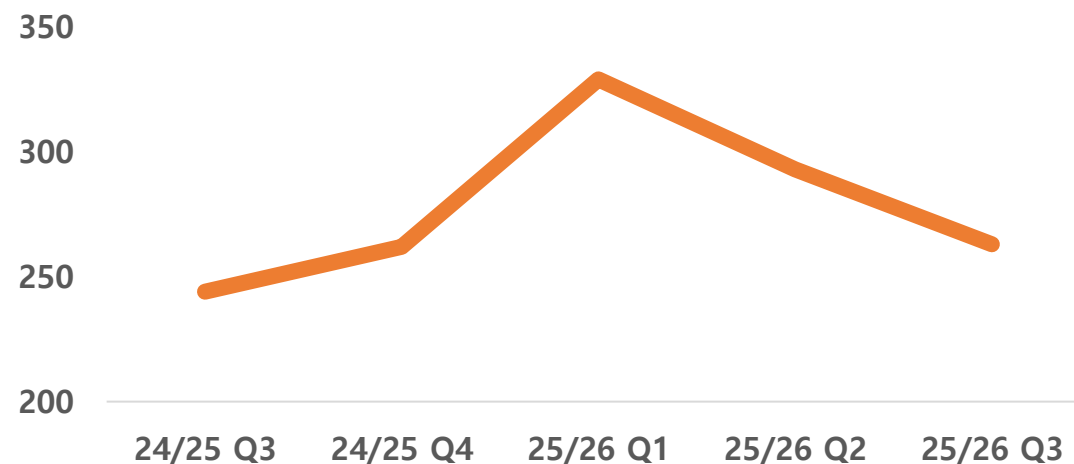


The improvement has been attributed to the implementation of several strategies and models including: Early Discharge Planning, Home First & Hospital at Home Models, Performance Monitoring & Continuous Improvement and Ready for Discharge Meetings

Action: An Integrated Discharge Team is being set up to manage the discharging process so patients are assessed for ongoing care requirements after discharge. This will reduce delays for discharge from hospital.

(NHS data)

There has been an overall **decrease** in the Number of persons being monitored for Antisocial Behaviour despite a reduction over the last 2 quarters but it can be seen that there is an increase compared to the same quarter over the past 4 years. This is a **focus for improvement**



Action: The Mediation website has been updated to show a new short, animated video and will be available on YouTube. It is hoped this will increase the uptake of Mediation and reduce the number of cases that progress to ASB cases.

WORKING TOGETHER, IMPROVING LIVES

PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



Ensure that the public reports on the Transformation Programme are in line with the Council Plan and Financial Plans to show clear connections between them and prove that our financial strategy is sustainable



The Transformation Programme focuses on **high value flagship projects** that directly support the Council Plan and Financial Plan, prioritising areas with the **greatest recurring saving potential** towards the £34 million target over the next 5 years

Transformation Programme underpins SBC's **financial strategy**, with **recurring savings** progressing toward the annual target and reported in financial monitoring



Progress continues on **Digital Pathfinder Projects** across:

- Adult Social Care
- Children & Families
- Protective Services



New digital processes going live & further roll out planned **early next quarter**

Joined-up Power BI dashboards are now in place for all Projects, Service Plans and Financial Plans



When SBC has published the 2026/27 Financial Plan and Budget, it will be **linked** directly with specific enabling **Transformation Projects** which will be **publicly reported**



Transformation Updates now feature in **quarterly and annual performance reporting** on the Council Plan

Please see pages 6 & 7 of the Q2 & Q3 Corporate Performance Reports



Productivity, Digital Commercialisation and **Service Redesign**

projects are active and focus on:

- improved customer experience
- streamlined processes
- long term efficiency gains



Desired Outcomes linked to this Milestone

- Best value is achieved across all services

WORKING TOGETHER, IMPROVING LIVES

PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Planning Permission	Av.time (wks) taken to process all planning apps - Maj Dev (cumulative)	0	●	Quarterly
	Av.time (wks) taken to process all planning apps - Local Dev (non-householder) (cumulative)	29.5	●	Quarterly
	Av.time (wks) taken to process all planning apps - Local Dev (householder) (cumulative)	6	●	Quarterly
	Number of Planning Applications Received	301	í	Quarterly
Property	Capital Receipts Generated	£405,968	●	Quarterly
	Properties surplus to requirements	41	●	Quarterly
	Properties actively being marketed	26	●	Quarterly
	Properties progressed to "under offer"	12	●	Quarterly
	Total number of sold properties	10	●	Quarterly
Complaints Handling	Average times: the average time in working days to respond to complaints at stage one	4.5	★	Quarterly
	Performance against timescales: the number of complaints closed at stage one within 5 working days as percentage of total number of stage one complaints	82.2%	●	Quarterly
	Average times: the average time in working days to respond to complaints at stage two	26.4	●	Quarterly
	Performance against timescales: the number of complaints closed at stage two within 20 working days as percentage of total number of stage two complaints	40%	●	Quarterly
	Average times: the average time in working days to respond to complaints after escalation	23.8	●	Quarterly
	Performance against timescales: the number of escalated complaints closed within 20 working days as a percentage of total number of escalated stage two complaints	46.2%	●	Quarterly
	Number of Complaints Closed	185	í	Quarterly
Social Media	Number of Facebook Engagements	6420	●	Quarterly

Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement í Information only

WORKING TOGETHER, IMPROVING LIVES

PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



Service	Indicator	Q3 25/26	Status	Reporting Frequency
Freedom of Information	FOI Requests Received (excluding Assessor FOIs)	330	í	Quarterly
	Percentage of FOI Requests Completed on Time (excluding Assessor FOIs)	86%	●	Quarterly
Assessor	Council Tax Valuation List - Percentage of New Properties added to the list within 0-3 months	55%	●	Quarterly
	Valuation Roll (Non Domestic) – Percentage of new, altered or demolished properties amended on the valuation roll within 0-3 months	22%	●	Quarterly
Council Tax	Council Tax – In Year Collection Level	80.76%	●	Quarterly
HR	SBC Absence Rate – Staff	5.79%	●	Quarterly
	SBC Absence Rate – Teaching Staff	3.75%	●	Quarterly
	Staff Absence Rate (overall)	5.29%	●	Quarterly
	SBC Staff Turnover	1.90%	●	Quarterly
	Percentage of our workforce aged 16 to 29	12.23%	●	Quarterly
	Percentage of our workforce who have told us that they have a disability	2.66%	●	Quarterly
	Percentage of our workforce who have stated they are LGBT	1.76%	●	Quarterly
	Percentage of our workforce who are from an ethnic minority	1.61%	●	Quarterly
	Percentage of our workforce who have completed equality monitoring data	74.9%	●	Quarterly
Payment Services	Percentage of Invoices paid within 30 days	97%	★	Quarterly
Customer Contact	Consolidated Call Numbers - HQ Switchboard, 0300, SW Duty Hub and Homelessness	31,282	●	Quarterly

Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement í Information only

WORKING TOGETHER, IMPROVING LIVES

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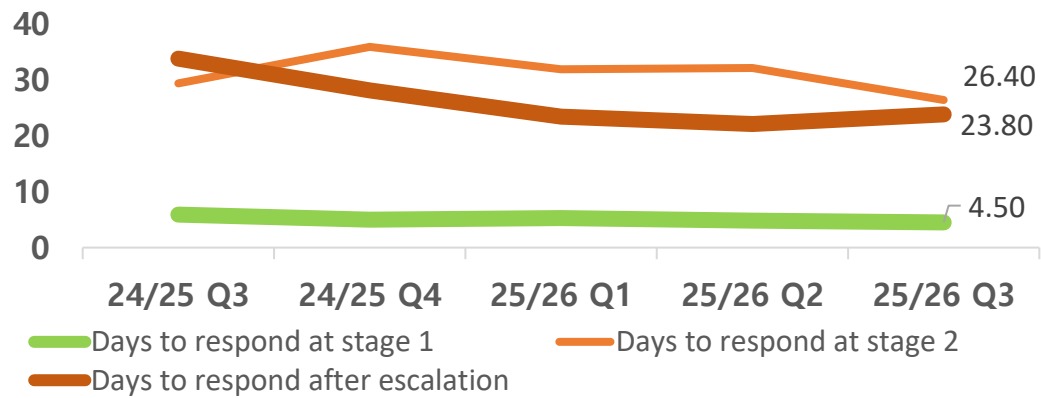
Service	Indicator	Q3 25/26	Status	Reporting Frequency
Modern Apprentices	New Modern Apprentices employed by SBC	12	●	Quarterly
	Current Modern Apprentices employed within SBC	25	●	Quarterly
	Modern Apprentices securing SBC employment after apprenticeship Cumulative Year to Date	4	●	Quarterly

WORKING TOGETHER, IMPROVING LIVES

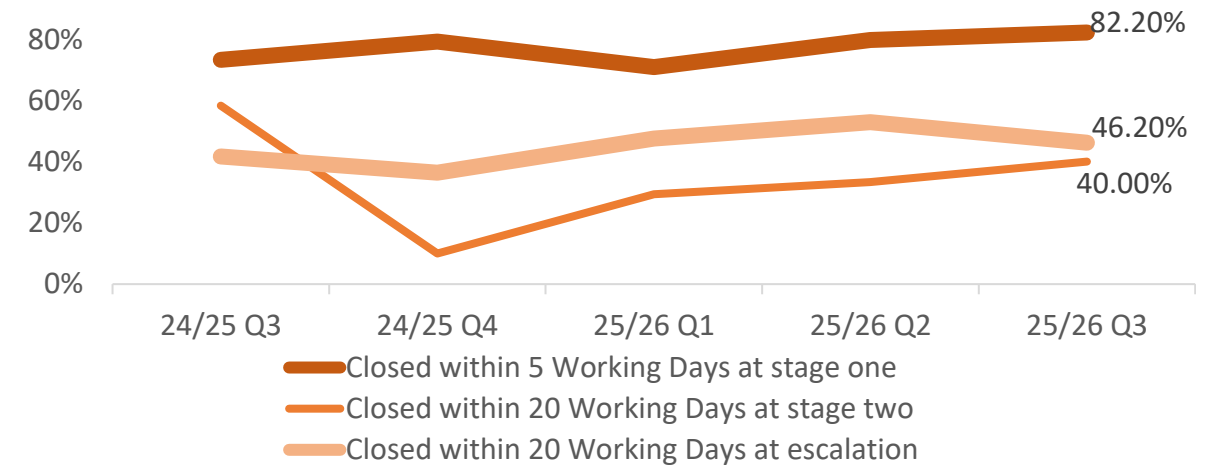
PRIORITY: Ensure that Scottish Borders Council is effective, sustainable, responsive and aligned to the needs and priorities of our communities.



The number of days taken to respond to complaints at **stage 1** is now **excellent** following 3 quarters of being positive/satisfactory. The number of days taken to respond to complaints at **stage 2** and **after escalation** continue to be areas to **focus on improvement**.



The percentage of complaints closed at stage 1 & stage 2 have continued to **increase** since the previous quarter which is **positive**. Complaints closed after escalation have **decreased** slightly. All 3 PIs are a **focus for improvement**.



Action: Support services to maintain focus on closing overdue complaints and ensuring that complaints are dealt with within prescribed timescales. Also support services with training requirements to ensure this happens.

The number of complaints closed has stayed at a consistent level over the last 5 years with an decrease in the current quarter

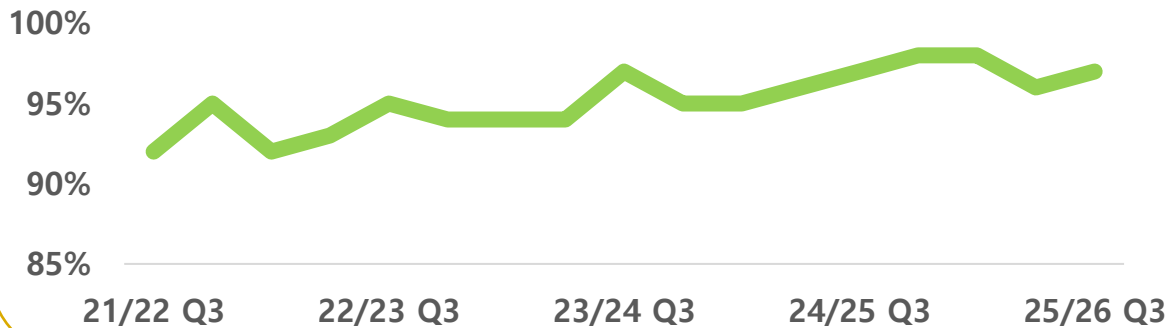


WORKING TOGETHER, IMPROVING LIVES

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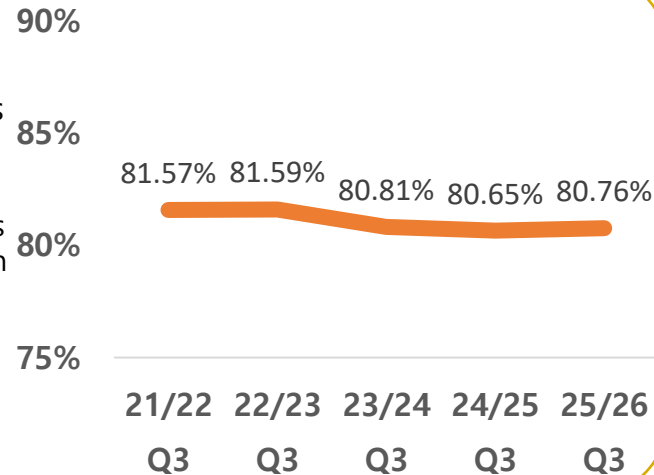


The percentage of invoices paid within 30 days **remains consistent** and has remained **above 90%** for the last full 5 financial years. The performance for **Q3 25/26** is **97%** which is **Excellent** ★



The Council Tax - In year collection level is below the level in the same quarter over the past 4 years and is a **Focus for Improvement**.

Action: SBC have reallocated resources to address collection and recovery with effect from January 2026. SBC are also considering technical solutions to assist with the in year collection to improve the overall collection rates to the stretch target



There has been slight decrease in the **FOI Requests Completed on Time** in quarter 3 following a slight **increase** in quarter 2. Quarter 3 shows a decrease in the number of FOI Requests Received. The indicator is a **Focus for Improvement**.

Action: While the Council works to meet all departmental and legislative FOISA timescales, high request volumes and complexity mean these targets are not always met. To drive improvement, a dedicated FOI Project is due to start reviewing internal processes while simultaneously exploring both existing / new software applications to streamline workflows and increase efficiency.

