



SCOTTISH BORDERS COUNCIL

PERFORMANCE REPORT

Q1 2026/27 (Apr 26 – Jun 26)

PROJECT PROGRESS & 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 1 (April 26 – June 26) Performance Report for the [2026/27 Council Plan](#). It is structured into the 6 themes of the Council Plan: **Clean Green Future**, **Fulfilling our Potential**, **Strong Inclusive Economy, Transport and Infrastructure**, **Empowered Vibrant Communities**, **Good Health and Wellbeing**, and **Working Together Improving Lives**. For each theme a snapshot of project progress made towards the desired outcomes is shown, along with an update on the related performance indicators. A more detailed assessment of progress against all of the specific Council Plan Actions will be published at the end of the year in the Annual Performance Report. Performance indicators are identified as 'positive', 'neutral', 'focus for improvement' or 'for information only'. Further detail is provided on performance indicators that are noted as being particularly positive, or areas of focus for improvement. Further detail on each indicator can be found in the [Public Performance Dashboard](#) on our website.

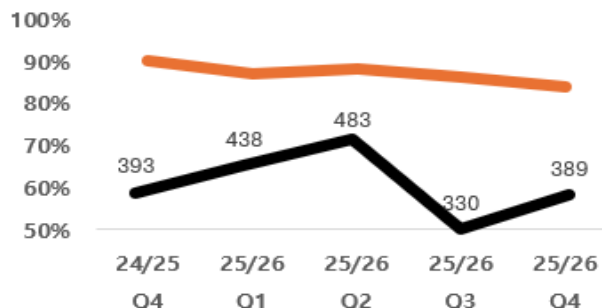
Indicators which indicate an **excellent** position are shown in charts coloured in **bright green** and show a star ★

The percentage of invoices paid within 30 days **remains consistent** and has remained **above 90%** for the last full 6 financial years. The performance for **Q4 25/26** is **97%** which is **Excellent**.



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

There has been a further slight decrease in the **FOI Requests Completed on Time** in quarter 4. Quarter 4 also shows an increase in the number of FOI Requests Received. The indicator is a **Focus for Improvement**.



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
ℹ Information only	The indicator shows data for information purposes only

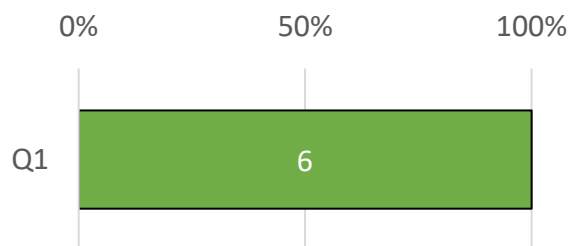


Summary of Performance Year to Date

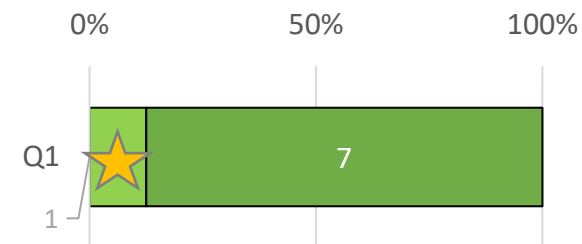
In the Summary of Performance Indicators, bright green with a star shows areas where performance has been excellent, green reflects areas that are positive/satisfactory and orange indicates performance levels that are a focus for improvement.



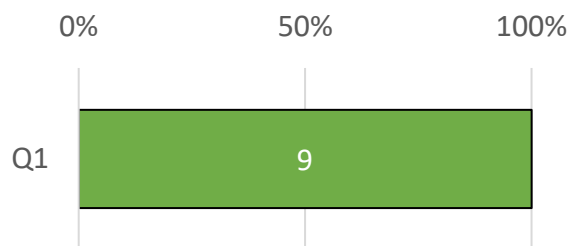
Clean, green future



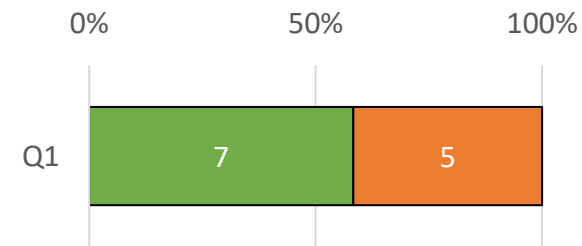
Empowered, vibrant communities



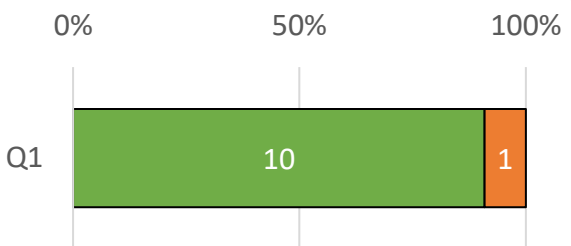
Fulfilling our potential



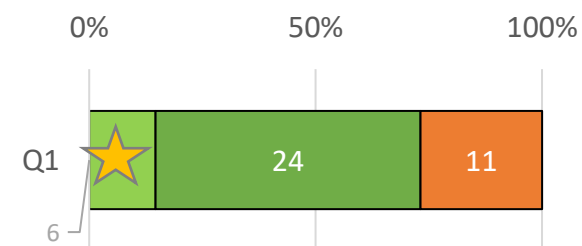
Good health and wellbeing



Strong inclusive economy, transport and infrastructure



Working together improving lives

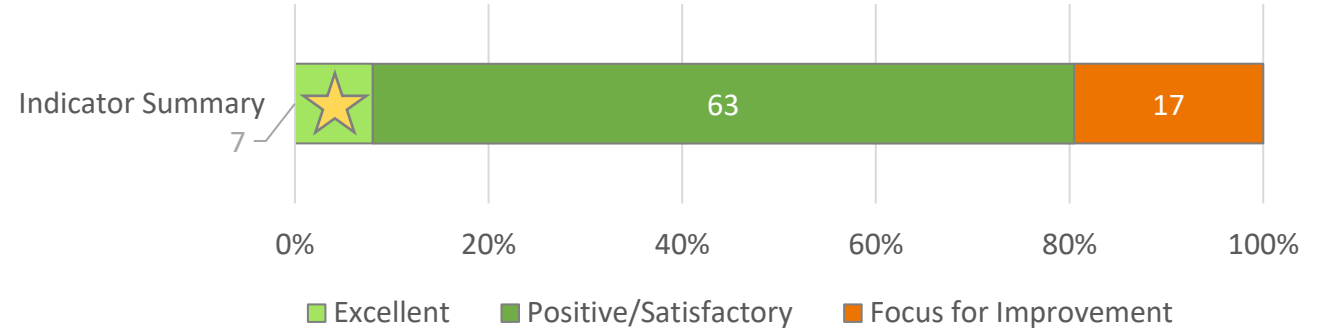


Summary



Summary of Q1 Performance Indicator Status:

Of the 106 indicators presented this quarter, 70 are in a good position of which 7 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 shown in the report.



Overview of projects to meet Q1 Key Milestones:

Clean Green Future



Six projects are highlighted this quarter, that are contributing towards the objectives of the Clean Green Future theme:

- the Energy Efficient Scotland Area Based Scheme
- SBC's role in the Edinburgh City Regional Climate Risk and Opportunity Assessment
- Litter Strategy Development
- Expand naturalised grass and habitat management across parks and greenspaces to deliver long-term biodiversity benefits
- Transition Fleet to Alternative Fuels
- Waste Collection Service standards

Working Together, Improving Lives



Five projects have been selected this quarter to showcase how we are working towards the objectives of Working Together Improving Lives:

- AI Framework and Governance
- Customer Advice and Support Service and Business Support Review
- Digital Roadmap and Business Case (Productivity)
- Embed equalities for SBC and produce criteria which allow accurate reporting of progress
- Live Borders Review

Summary



Fulfilling our Potential



The following three projects are being highlighted in Quarter 1 as examples of how we are working towards the objectives of the Fulfilling Our Potential theme set out in the 2026-27 Council Plan:

- Curriculum Models - Senior Phase Transformation
- Out of Area Placements – Education and Community Provision
- Youth Engagement Listen To Learn (YELL) 0-12 years

Empowered Vibrant Communities



The following 5 projects have been selected to demonstrate progress in Q1 towards the objectives of the Empowered Vibrant Communities theme in the 2026/27 Council Plan:

- Borderlands Place Programme
- Community Wealth Building
- Good Food Nation plan
- Community Planning Partnership Locality Plans in Burnfoot, Bannerfield and Langlee
- Support communities to progress towards a Community Asset Transfer in relation to the review of Live Borders

Strong Inclusive Economy, Transport and Infrastructure



The following 6 projects are highlighted in Q1 as examples of how we are working towards the objectives of the Strong Inclusive Economy, Transport and Infrastructure theme set out in the 2026-26 Council Plan:

- The Active Travel Strategy Delivery Plan
- Culture Strategy
- Local Access and Transport Strategy Development
- Market and Promote our bus services
- Community Regeneration Strategy
- Preparing for Center Parcs

Good Health and Wellbeing



The following 5 projects have been selected to demonstrate progress in Q1 towards the objectives of the Good Health and Wellbeing theme in the 2026/27 Council Plan:

- Commissioning Strategy
- Undertaking a refurbishment of Deanfield to support higher dependence clients
- Care At Home Redesign
- Operational Care At Home Redesign
- Sport and Physical Activity Strategy

Transformation Projects Update



Out of Area Placements

Looking at all OOA placements within Children and Families Social Work with regards to bringing young people back to the Borders and preventing future placements

Project continues to **focus on supporting young people to return to the Borders** wherever appropriate & achievable



Council has approved the following developments on the Lowood site:

- 1 children's residential care home
- 6 assisted living flats
- 2 complex care bungalows



Architects are **finalising** designs to enable accurate costing & support future funding decisions

Next phase focuses on **development of local provision** to better support young people within the Borders

School provision being **reviewed** so identified needs can be met within SBC schools



4th workstream is assessing workforce requirements for new provision

Children & Families Social Work Pathfinder

Implement a technical solution for recording notes across social work services and a trial in business support



A social work **AI solution** has been **applied** which transcribes discussions with service users & formats them into key templates



The solution was rolled out across Social Work in February 2026. **Uptake is positive** with **81%** of social work staff **using the tool**

The six-month evaluation indicates that:

- Technical solution is **saving staff time**
- Technical solution **improves practice quality**
- Impact **compounds** with use



Protective Services Pathfinder

Protective services enterprise mobility - Implementation of a mobile working solution for protective services

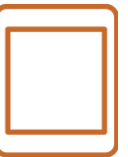


Mobile devices & apps been **in use** for **almost a year**

Final **Power Apps forms** required to support full mobile working are being **tested**



Additional modules & system **health check** have been implemented to **ensure effective system use** & that it is being used to its **full potential**





Transformation Projects Update

Income Management Project

Introduction of a new income management system

A technology solution replacing SBC's legacy income management system was implemented in **April 2026**

The new platform **supports** the collection & processing of:



- Council Tax
- Non-Domestic Rates
- Other service payments

Also improves customer payment processes & back-office administration

Key benefits include:

- **reduced** operating costs
- **improved** user experience for staff and customers
- **stronger** alignment with PCI DSS requirements
- **more** efficient financial administration and reporting



Previous system is now being **decommissioned**

Project had a fixed implementation deadline linked to the expiry of the legacy system contract but was **delivered on schedule** with no disruption to services



Feedback from both staff and customers has been **positive** with the new system proving **reliable** and **easy to use**

Productivity Workstream

Development of a digital roadmap outlining opportunities with Microsoft and AI developments, incorporating resourcing to support data structures



Work to **develop** a **Centre of Excellence** to support SBC's productivity **continues to progress**

Focussing on making **better use** of technologies **SBC already own**

During the quarter, **activity** has included

- **reviewing** how SBC's Microsoft environment is managed
- **strengthening** governance and security arrangements
- **improving** data management
- **identifying** opportunities for automation and AI



Work underway to **develop a business case** to support future investment and enable delivery of productivity improvements & service efficiencies across SBC



The **Centre of Excellence** will provide the skills, standards & support needed to:

- **deliver** more consistent digital services
- **reduce** manual processes
- **help** teams work more efficiently

CLEAN GREEN FUTURE

Activity taking place to contribute towards Council Plan Actions



Energy Efficient Scotland Area Based Scheme

The scheme will support **energy efficiency improvements, heat decarbonisation** and **fuel poverty initiatives** across Borders communities.

Scottish Government confirmed **funding** of **£1,827,840 for 2026/27** in early August.

Expand Naturalised Grass and Habitat Management

The Council is **expanding naturalised grass** and **biodiversity management** across parks and greenspaces, helping **support pollinators** and wider biodiversity objectives. An **end-of-season review** of biodiversity sites is planned.

Edinburgh City Regional Climate Risk and Opportunity Assessment

The Council continues to play a **leading role** in the **regional climate resilience partnership**. Significant progress has been made on **climate risk assessments, resilience planning** and the **development of investment business cases**.

Litter Strategy Development

The Council's first Litter Strategy is **nearing completion**. A **final draft is being prepared** before wider consultation, in collaboration with **neighbouring Council areas**.

Waste Collection Service Standards

Draft service standards are **being updated** to clearly **define responsibilities** between the Council and residents. Progress is linked to the rollout of **in-cab technology** and wider consultation with Waste Services teams.

Transition Fleet to Alternative Fuels

The Council is **expanding** its **electric vehicle fleet** and exploring opportunities to **introduce electric refuse collection vehicles**.

Outcomes We are Seeking to Achieve:

- Reduction of greenhouse gas emissions to meet or exceed our targets to deliver Net Zero by 2045.
- Positive behaviour change which supports sustainable use of resources and increased community resilience.
- An approach to energy in the Scottish Borders which is robust, affordable and which supports the region's response to climate change.
- Protected, managed and restored environments which support the wellbeing of people and nature, as part of Scotland's first Natural Capital Innovation Zone

CLEAN GREEN FUTURE

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Waste	Annual Household Recycling Rate	42.19%	●	Quarterly
	Annual Household Waste Landfilled Rate	17%	●	Quarterly
	Annual Household Waste "Other Treatment" Rate	40.81%	●	Quarterly
	Annual Average Community Recycling Centre Recycling Rate	69.17%	●	Quarterly
	Missed Collections (as reported by the public) per 100,000 scheduled collections	49.55	●	Quarterly
Property	Electricity Consumption kWh <i>(annual rolling)</i>	Not reported this quarter		6 Monthly
	Gas Consumption kWh <i>(annual rolling)</i>	Not reported this quarter		6 Monthly
	Water Consumption m3 <i>(annual rolling)</i>	Not reported this quarter		6 Monthly
	Oil Consumption <i>(annual rolling)</i>	Not reported this quarter		6 Monthly
	LPG kWh <i>(annual rolling)</i>	Not reported this quarter		6 Monthly
	Biomass kWh <i>(annual rolling)</i>	Not reported this quarter		6 Months
Live Borders	Live Borders Estate Energy Consumption Trend kWh <i>(annual rolling)</i> *NEW*	11,221,799	●	Quarterly

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

FULFILLING OUR POTENTIAL

Activity taking place to contribute towards Council Plan Actions



Youth Engagement Listen to Learn (YELL) 0-12 Strategy

A new **engagement strategy** is being developed for **children aged 0-12**, building on the existing YELL approach for young people. **Focus groups** have already taken place in four primary schools, generating ideas for **child-friendly engagement tools**. A **multi-agency strategic planning group** has been established, with project planning due to progress through 2026/27 ahead of a planned **strategy launch in June 2027**

Curriculum Models - Senior Phase Transformation

The programme is **strengthening school-college pathways** through the **Schools Academy, Foundation Apprenticeships** and **online learning**. Most workstreams are ready for implementation, with **increased Advanced Higher online provision** and continued **collaboration with Borders College**.

Out of Area Placements - Education and Community Provision

The project is using data analysis and needs assessments to develop proposals that will **support young people closer to home** and **reduce reliance on out-of-area placements**. Revised governance arrangements are in place and headline proposals are being prepared.

Outcomes We are Seeking to Achieve:

- Create and maintain a culture that places children's rights, protection, development, and voice at the heart of decisions in which they have an interest, and ensure that the Council continues to deliver on 'the Promise' to care for experienced children and young people
- Increase young people's participation in the planning, provision and delivery of services
- Raise attainment through improved inclusion, equity and wellbeing for all children and young people

FULFILLING OUR POTENTIAL

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Education	Average primary school attendance rate	93%	●	Quarterly
	Average secondary school attendance rate	90%	●	Quarterly
	Average primary and secondary school attendance rate	92%	●	Quarterly
	Number of Exclusion Incidents – Primary Schools	13	●	Quarterly
	How many primary school pupils were excluded?	13	●	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	36	●	Quarterly
	How many primary and secondary school pupils were excluded?	36	●	Quarterly
	Number of Schools/Nurseries inspected per Quarter	1	í	Quarterly

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

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE



Activity taking place to contribute towards Council Plan Actions

Market and Promote Our Bus Services

Marketing materials and **timetable resources** for **local bus networks** have largely been **completed**, with final updates required before **wider rollout to additional areas**

Local Access and Transport Strategy (LATS)

LATS will set out our long-term approach to addressing **transport** and **accessibility challenges**. **Initial data gathering** and **stakeholder identification** have started

Preparing for Center Parcs Opportunities

Programme Board is now established and **early partnership work** is **underway** with South of Scotland Enterprise, Borders College and other organisations to identify **workforce** and **training requirements** ahead of anticipated **recruitment activity**

Active Travel Strategy Delivery Plan

Significant progress has been made across **infrastructure delivery, behaviour change programmes, community engagement** and **data collection**

Community Regeneration Programme

The **£20m capital investment programme** covering **24 projects** is progressing as planned

Culture Strategy

Consultation and **drafting stages** for the strategy have been **completed** for **presentation to Council in August 2026**

Outcomes We are Seeking to Achieve:

- 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.
- Support young people and adults who face challenging barriers to finding and maintaining employment and reaching their full potential.
- Enhance digital and transport connectivity.

STRONG INCLUSIVE ECONOMY, TRANSPORT AND INFRASTRUCTURE

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Major Capital Projects	RAG status is "Green"	8	●	Quarterly
	RAG status is "Amber"	6	●	Quarterly
	RAG status is "Red"	0	●	Quarterly
Working Age Population	Working age population (16 - 64) employment rate*	78.6%	í	Quarterly
	Working age population (16 - 64) Claimant Count (including Universal Credit and JSA	2.87%	í	Quarterly
	Working age population (18 - 24) Claimant Count (including Universal Credit and JSA	5.07%	í	Quarterly
Customer Advice & Support - Financial Inclusion	Number of People referred in the quarter	354	●	Quarterly
	Monetary Gain for cases closed in the quarter	£1,156,889	●	Quarterly
	Cumulative Monetary Gain for cases closed in the year to date	£1,156,889	●	Quarterly
Customer Advice & Support – Housing Benefit	New Claims (Avg No. of Days to process)	12.95	●	Quarterly
	Change Events (Avg No. of Days to process)	7.14	●	Quarterly
Business Gateway	Total number of new Business Start-Ups (Business Gateway)	9	●	Quarterly
	Number of clients attending start-up workshops/seminars (Business Gateway)	136	●	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

Performance Indicators



A **RAG status framework** has been implemented to proactively monitor and mitigate risks associated with Capital Projects.

- Changes in Q1:**
- **Union Chain Bridge** has moved from **Red** to **Amber**; **Galashiels Academy** and **Peebles High School** have moved from **Green** to **Amber**.
 - The **Plant & Vehicle Fund** has been removed as it operates as a block and not a project.
 - The **Live Borders Transformation Programme** has now been included
 - The **Deanfield Care Home Refurbishment** has been separated from the **Hawick Care Village** programme and is being considered a separate project.

The following **8** Capital Projects are progressing on track:

- Borders Innovation Park Phase 2
- Borderlands Coldstream Industrial Business Units
- Chambers Institution Peebles
- Deanfield Care Home Refurbishment
- Hawick Flood Protection Scheme
- Hawick High School
- Live Borders Transformation Programme
- Tweedbank Care Village

Amber Status: **Eyemouth Primary School** and **Eyemouth Nursery & Family Centre** projects are progressing as outlined in the [May Council Report](#). **Galashiels Academy** and **Peebles High School** construction projects are complete. Phase 2 demolition and landscaping projects programmes have been revised following the additional asbestos removal requirements identified. Design proposals for **Jedburgh High Street Building** have been reviewed and a site start in September is anticipated following completion of works at 3-5 Exchange Street. Northumberland County Council are leading on the **Union Chain Bridge project** with final project close out progressing.

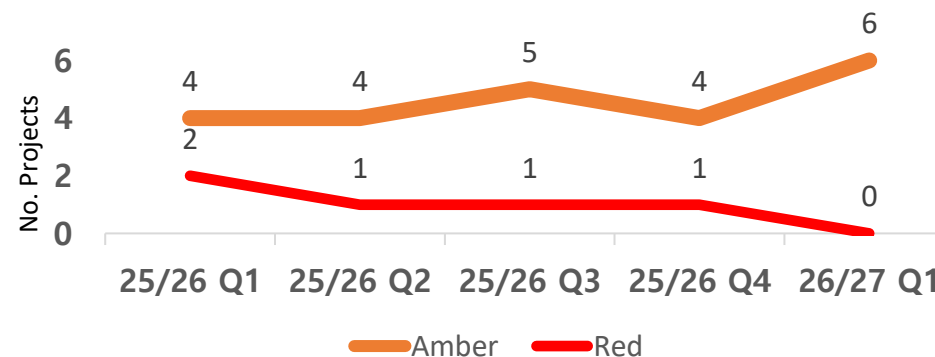
More detailed updates can be found in the [public dashboard](#)

The following **4** projects have been identified as being in the **planning and development** stage:



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

The number of **Capital Projects** with an **Amber** status has **increased** in Q1 which is **focus for improvement**. The number of **green** Capital projects has remained the same and there were no Red status Capital Projects, which is **positive**.



EMPOWERED VIBRANT COMMUNITIES

Activity taking place to contribute towards Council Plan Actions



Community Planning Partnership Locality Plans

Locality plans for **Burnfoot** and **Bannerfield** have been agreed.

Work is now focused on **delivering priority actions** and **gathering feedback** to develop priorities for **Galashiels East**

Community Wealth Building

The Council has established **governance arrangements**, completed **pilot activities** and developed an **anchor network**. Work is now focused on producing a **Community Wealth Building action plan**.

Good Food Nation Plan

A **multi-agency working group** has been established to develop the Borders' Good Food Nation Plan.

Scottish Government-supported workshops and **draft plan development** are scheduled through late 2026.

Borderlands Place Programme

The **£7.2m town-centre regeneration programme** has secured approval for **investment plans in Hawick, Galashiels** and **Jedburgh**. **Eyemouth's** plan is still to be completed, before project-level business cases progress.

Community Asset Transfer Support (Live Borders)

Support is **being provided** to **community groups** exploring **ownership or management of Live Borders assets**. Partnership working and feasibility support are helping communities assess **future asset transfer opportunities**.

Outcomes We are Seeking to Achieve:

- Community-led place plans across rural communities and towns to enable communities to take control of their own destinies and assets
- Enhanced participation and engagement which empowers communities to shape the decisions which affect them
- Reduce the number of children in poverty; and reduce the impact of living in poverty on families
- Modern, sustainable and simplified services that meet the needs of communities and customers
- Sustainable use of land and buildings.

EMPOWERED VIBRANT COMMUNITIES

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Communities & Partnerships -Asset Transfers	Number of Requests Received	1	<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	219	●	Quarterly
Value of Funding Awarded	Neighbourhood Support Fund Total Scottish Borders (from Borders Community Action)	Not reported this quarter		Annual
	Neighbourhood Small Schemes Fund – Total Value of funds awarded	£26,619	<i>i</i>	Quarterly
Emergency Planning	SB Alert - No. of people registered	7966	●	Quarterly
	No. of Active community resilience plans	55	★	Quarterly
	No. of Progressing community resilience plans	0	●	Quarterly
Live Borders	Total Annual Engagements <i>(annual rolling)</i> *NEW*	1,619,919	●	Quarterly
	Active Membership Numbers (Leisure) *NEW*	7,239	●	Quarterly
	Active Membership Numbers (Libraries) *NEW*	10,208	●	Quarterly
	Percentage of Scottish Borders Population Engaged *NEW*	14.91%	●	Quarterly

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

EMPOWERED VIBRANT COMMUNITIES

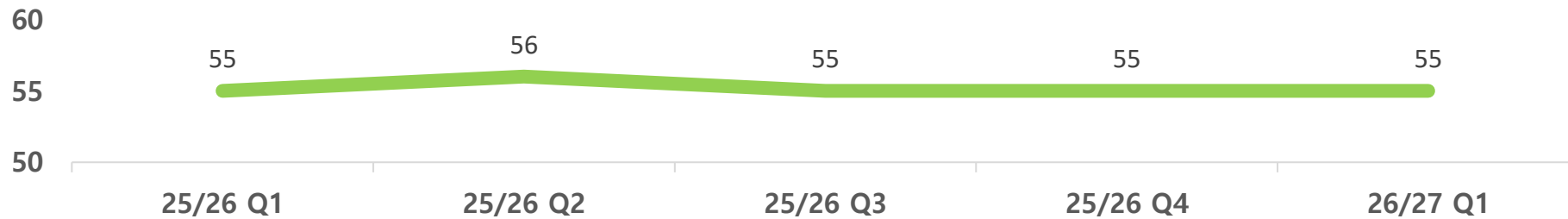
Performance Indicators



The number of both **Active and Progressing community resilience plans** continues to remain steady with a slight increase in Q2 2025/26. This level of performance is considered to be very positive and **excellent** with the existing group numbers being one of the highest totals in the country



Number of Active community resilience plans



GOOD HEALTH AND WELLBEING

Activity taking place to contribute towards Council Plan Actions



Care at Home Redesign

The original redesign programme **successfully delivered** a **new framework** and **tender process**. The work has now **transitioned into** the **Operational Care at Home Redesign** programme.

Operational Care at Home Redesign

The programme is **redesigning care-at-home services** through multiple workstreams focused on **providers, workforce capacity** and **operational efficiency**.

Key **planning, communications** and **framework activities** have already been completed

Undertaking a refurbishment of Deanfield to support higher dependence clients

Council **approved** the **refurbishment** and **planning work is underway** to ensure that the refurbishment starts later in the year

Commissioning Strategy

The strategy has undergone **extensive engagement** with partners, providers and the public. **Publication** is the next key milestone, alongside development of additional **market position statements**

Sport & Physical Activity Strategy

Following **approval of** the **strategy**, work has shifted towards **delivery planning** and **governance arrangements** and a proposed **Borders Sport Summit** to support implementation.

Third Sector Review

The review is **mapping commissioned services** and **funding streams** to inform future commissioning decisions. **Needs assessment work** and **commissioner engagement** are now underway.

Outcomes We are Seeking to Achieve:

- People of the Scottish Borders are supported and enabled to take control of their health and wellbeing to enjoy a high quality of life. This includes ensuring support for unpaid carers
- Services are designed around service users' needs and focus on prevention, early intervention and minimising health inequalities

GOOD HEALTH AND WELLBEING

Performance Indicators



Service	Indicator	Q1 26/27	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)	216	●	Quarterly
	Number of Inter-agency Referral Discussions (IRDs) held about a child	172	í	Quarterly
	Number of children on Child Protection Register	66	í	Quarterly
Adult Support & Protection	Number of Concerns	158	í	Quarterly
	Number of Inquiries with Investigative Powers	84	í	Quarterly
Economic Development & Procurement	Additional affordable homes provided to people in the Borders, based on our wages	24	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 January – March 2025	223.2	●	Quarterly
Domestic Abuse	Number of High Risk domestic abuse cases discussed at Multi Agency Risk Assessment Conference (MARAC)	93	●	Quarterly
	Number of Referrals to Domestic Abuse	104	●	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

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Safer Communities	Number of persons being monitored for Antisocial Behaviour	332	●	Quarterly
	Number of new temporary homelessness accommodation tenancies that commenced in the time period	122	●	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	93%	●	Quarterly
	Average number of days from assessment to closure for applications assessed as homeless or threatened with homelessness	200	●	Quarterly
	Average number of days households spent in temporary accommodation during the course of their homeless assessment	127	●	Quarterly
Live Borders	Health Referral Engagements *NEW*	193	●	Quarterly

Road Incidents

There were 4 fatalities as a result of road accidents in the Scottish Borders over the 3 months of Q1 2026/27. This is an increase of 2 for the same period last year.

There were 19 people seriously injured as a result of road accidents in the Scottish Borders over the 3 months of Q1 2026/27. This is a decrease of 2 for the same period last year.

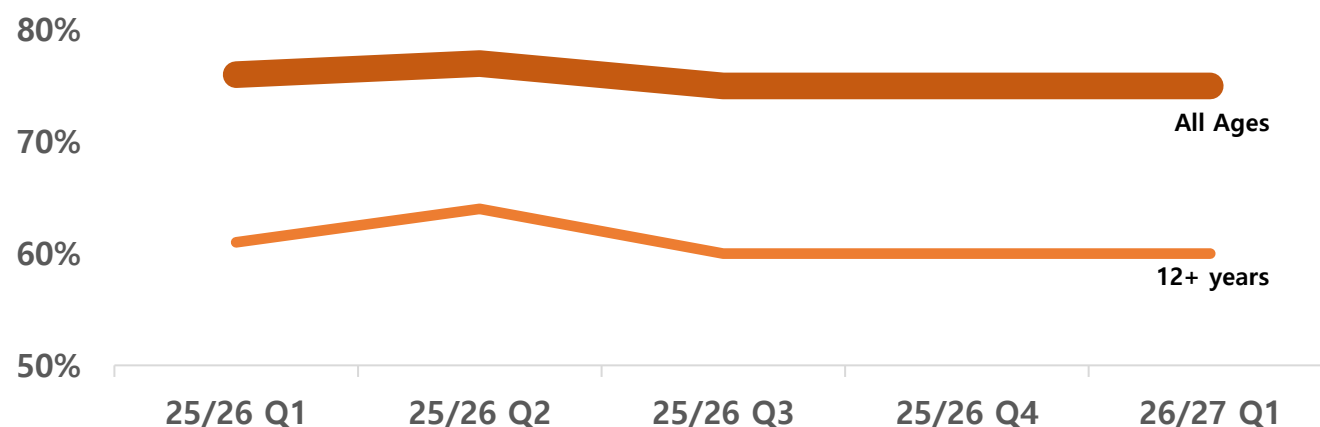
GOOD HEALTH AND WELLBEING

Performance Indicators



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 remained static since Q3 2025/26.

Both PIs continue to be an area for **focus for improvement**.

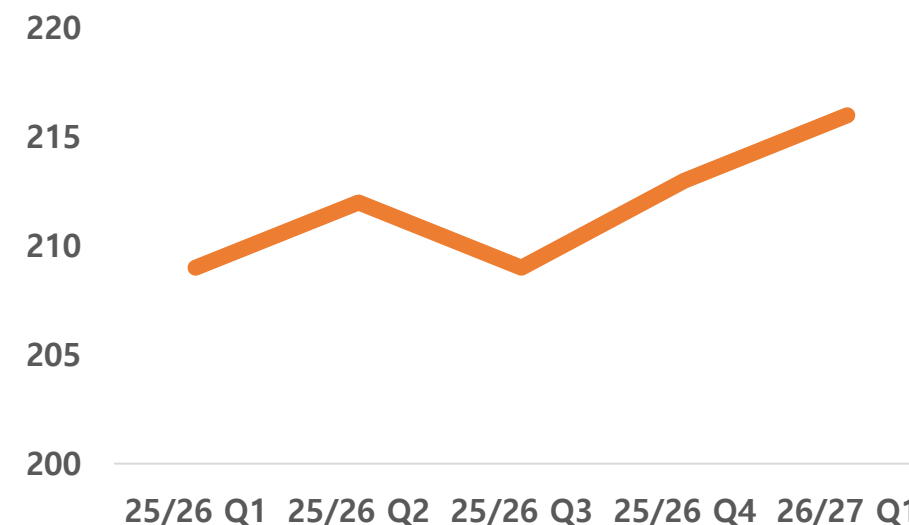


The Out of Authority Project aimed at reducing external residential placements continues to focus on both bringing children and young people back from external placements and preventing the need for accommodation out with the Scottish Borders.

Action: SBC have had 3 fostering households approved since April and 4 foster carer assessments are underway. SBC are continuing to work through the Out of Area Placement Project

The number of **Looked After Children** has **increased** since the Q3 2025/26.

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

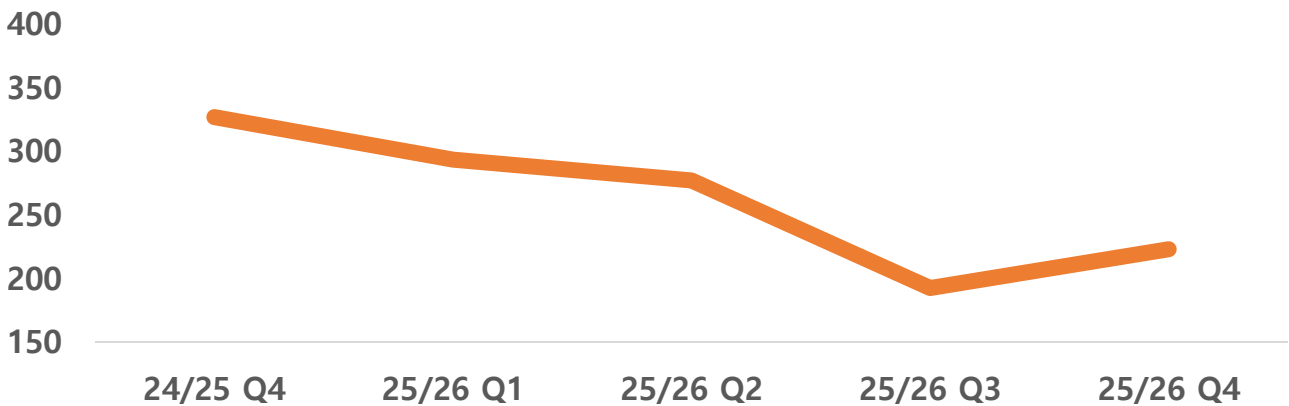
GOOD HEALTH AND WELLBEING

Performance Indicators



The number of bed days associated to **Delayed Discharges** has increased over the last quarter. However, the figure is lower than the same period last year and there has been an overall decrease. This indicator continues to be **focus for improvement**.

Please note this data is for the period January – March 2026

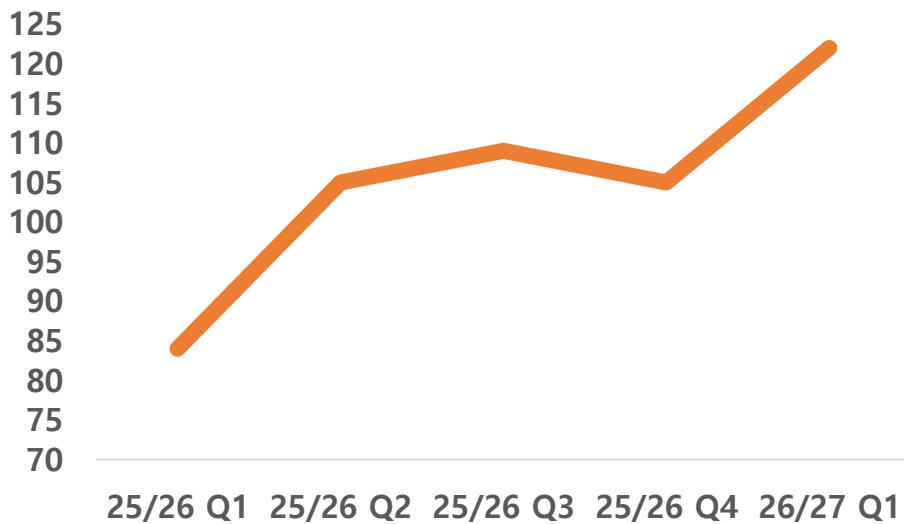


In Q4 there were capacity pressures within key discharge pathways, including residential and nursing care provision, with a small number of longer delays having a disproportionate impact on the overall measure.

Action: Work continues across the partnership to strengthen discharge arrangements through the development of the Integrated Discharge Team and increased focus on community-based support, helping to improve patient flow and support timely discharge where appropriate. Ongoing improvement activity is focused on further developing rehabilitation, reablement and Home First approaches to reduce delays and improve outcomes

(NHS data)

Despite a reduction in Quarter 4, the number of new temporary homelessness accommodation tenancies that commenced in the time period have **increased** over the last year. This PI is a **focus for improvement**.



Action: An action plan is being developed to address challenges relating to bed and breakfast placements and temporary accommodation provision. Additional temporary accommodation stock is being sought, and engagement continues with Registered Social Landlord (RSL) partners to increase available accommodation options.

WORKING TOGETHER, IMPROVING LIVES

Activity taking place to contribute towards Council Plan Actions



Customer Advice and Support Service and Business Support Review

The **transformation programme** is progressing several **efficiency initiatives**, including **automation, transcription tools** and **SMS communications**.

Equalities Framework and Reporting

A new **Equality Mainstreaming Report** has been approved and a **digital impact assessment process** introduced. The next phase focuses on **delivery** and **performance monitoring**

Live Borders Review

The review has progressed into implementation, including **community asset transfer discussions** and **approval in principle** for **investment in leisure facilities**. Further impact assessments and community updates are planned.

Digital Roadmap and Business Case (Productivity)

Work is underway to create a **digital roadmap focused on Microsoft technologies, AI** and **productivity improvements**. Initial scoping is nearly complete, and proposals are advancing for a **Microsoft Centre of Excellence**, clearer governance arrangements and a structured programme of digital transformation work.

Introduce In-Cab Technology Across Waste Collection Fleet

Implementation is progressing across trade and domestic waste operations, with **route digitisation** and **tablet deployment** advancing. Work continues on system integration, rural routing and online calendar functionality.

AI Framework and Governance

The project is developing the Council's **AI governance, ethics framework and investment roadmap**. Work has expanded into broader digital governance, with draft guidance on AI use nearing approval and proposals progressing for a **Technology Governance Group** to oversee future digital transformation activity

Outcomes We are Seeking to Achieve:

- Services are designed to meet people's needs
- Best value is achieved across all services
- There is a positive and supportive Council-wide culture
- SBC maximises capacity and performance by developing necessary job skills for everyone
- SBC is an employer of choice
- Digital technology is maximised to make service delivery better
- Better outcomes are delivered through effective partnership working

WORKING TOGETHER, IMPROVING LIVES

Performance Indicators



Service	Indicator	Q1 26/27	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)	5.8	●	Quarterly
	Av.time (wks) taken to process all planning apps - Local Dev (householder) (cumulative)	5.1	●	Quarterly
	Number of Planning Applications Received	319	í	Quarterly
Property	Capital Receipts Generated	£53,940	●	Quarterly
	Properties surplus to requirements	58	●	Quarterly
	Properties actively being marketed	25	●	Quarterly
	Properties progressed to "under offer"	2	●	Quarterly
	Total number of sold properties	2	●	Quarterly
Complaints Handling	Average times: the average time in working days to respond to complaints at stage one	7.5	●	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	73.7%	●	Quarterly
	Average times: the average time in working days to respond to complaints at stage two	37.5	●	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	42.9%	●	Quarterly
	Average times: the average time in working days to respond to complaints after escalation	30.8	●	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	25%	●	Quarterly
	Number of Complaints Closed	193	í	Quarterly
Social Media	Number of Facebook Engagements	6017	●	Quarterly

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

WORKING TOGETHER, IMPROVING LIVES

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Freedom of Information	FOI Requests Received (excluding Assessor FOIs)	322	<i>i</i>	Quarterly
	Percentage of FOI Requests Completed on Time (excluding Assessor FOIs)	82%	●	Quarterly
Assessor	Council Tax Valuation List - Percentage of New Properties added to the list within 0-3 months	46%	●	Quarterly
	Valuation Roll (Non Domestic) – Percentage of new, altered or demolished properties amended on the valuation roll within 0-3 months	68%	●	Quarterly
Council Tax	Council Tax – In Year Collection Level	29.92%	●	Quarterly
HR	SBC Absence Rate – Staff	5.47%	●	Quarterly
	SBC Absence Rate – Teaching Staff	3.87%	●	Quarterly
	Staff Absence Rate (overall)	5.08%	●	Quarterly
	SBC Staff Turnover	1.91%	●	Quarterly
	Percentage of our workforce aged 16 to 29	11.7%	●	Quarterly
	Percentage of our workforce who have told us that they have a disability	2.96%	●	Quarterly
	Percentage of our workforce who have stated they are LGBT	1.67%	●	Quarterly
	Percentage of our workforce who are from an ethnic minority	1.54%	●	Quarterly
	Percentage of our workforce who have completed equality monitoring data	75.19%	●	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	36,898	●	Quarterly

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

WORKING TOGETHER, IMPROVING LIVES

Performance Indicators



Service	Indicator	Q1 26/27	Status	Reporting Frequency
Modern Apprentices	New Modern Apprentices employed by SBC	3	●	Quarterly
	Current Modern Apprentices employed within SBC	16	●	Quarterly
	Modern Apprentices securing SBC employment after apprenticeship Cumulative Year to Date	0	●	Quarterly
IT	Percentage of Priority 1 Key IT System Application availability	100%	★	Quarterly
	Percentage of Priority 2 Key IT System Application availability	99.98%	★	Quarterly
	Percentage of Priority 3 Key IT System Application availability	100%	★	Quarterly
	Percentage of Severity Level 1 requests resolved by Service Desk within 30 mins	100%	★	Quarterly
	Percentage of Severity Level 2 requests resolved by Service Desk within 30 mins	100%	★	Quarterly
	Percentage of Severity Level 3 requests resolved by Service Desk within 1 hour	98.98%	●	Quarterly
	Percentage of Severity Level 4 requests resolved by Service Desk within 1 hour	96.77%	●	Quarterly
	First Time Fix Rate	86.95%	●	Quarterly

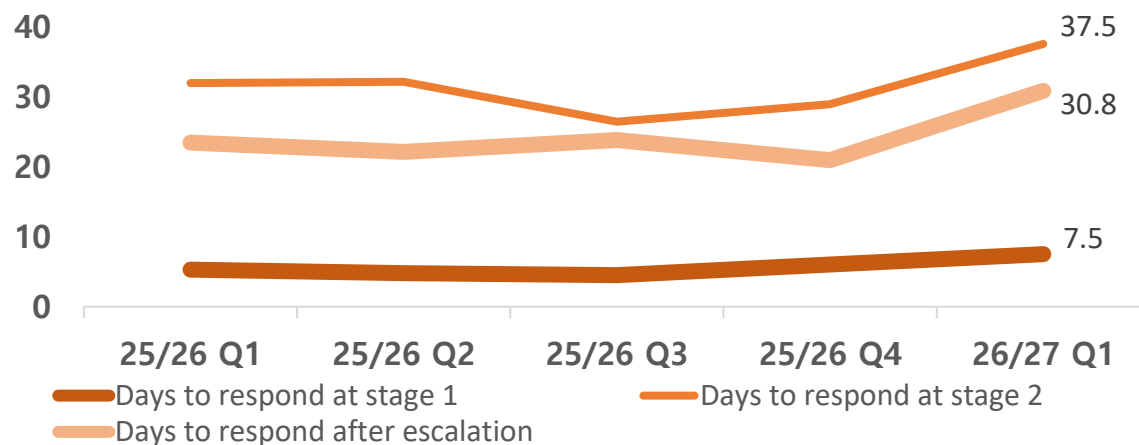
Key: ★ Excellent ● Positive/Satisfactory ● Focus for Improvement ⓘ Information only

WORKING TOGETHER, IMPROVING LIVES

Performance Indicators

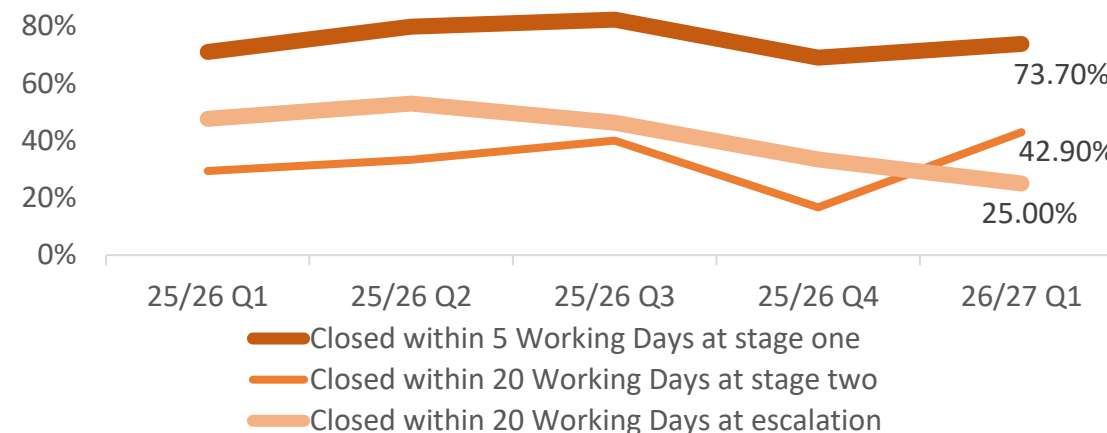


The number of days taken to respond to complaints at stage 1, stage 2 and after escalation are all **focus on improvement** following an increase in all indicators

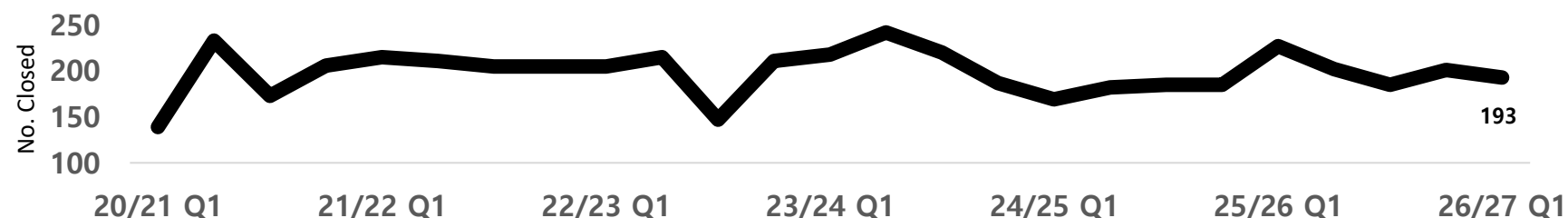


Action: Support services to maintain focus on closing overdue complaints and ensuring that complaints are dealt with within prescribed timescales. Also support services with training requirements to ensure this happens.

The percentage of complaints closed at stage 1, stage 2 and after escalation are all **focus for improvement**. However, the Percentage of Complaints closed at Stage 2 has **increased**, which is positive, but it remains a **focus for improvement**



The number of complaints closed has stayed at a consistent level over the last 6 years with a slight decrease in the current quarter

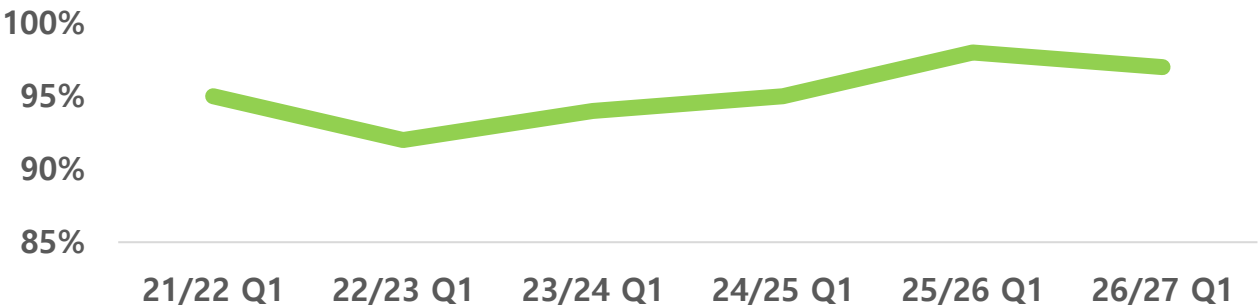


WORKING TOGETHER, IMPROVING LIVES

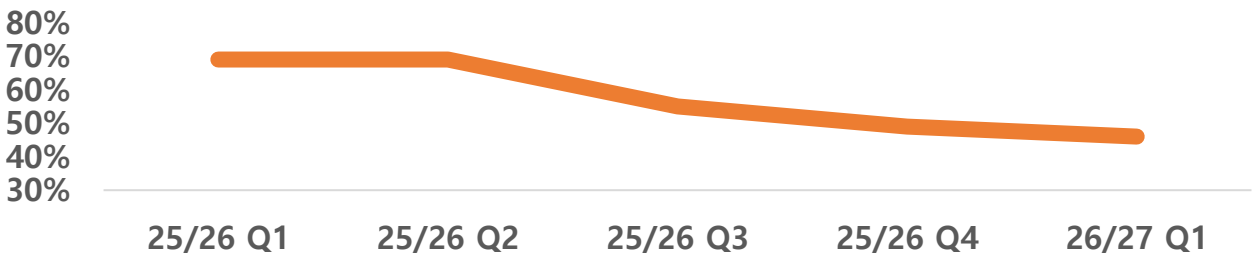
Performance Indicators



The percentage of invoices paid within 30 days **remains consistent** and has remained **above 90%** for the last full 6 financial years. The performance for **Q1 26/27** is **97%** which is **excellent**.

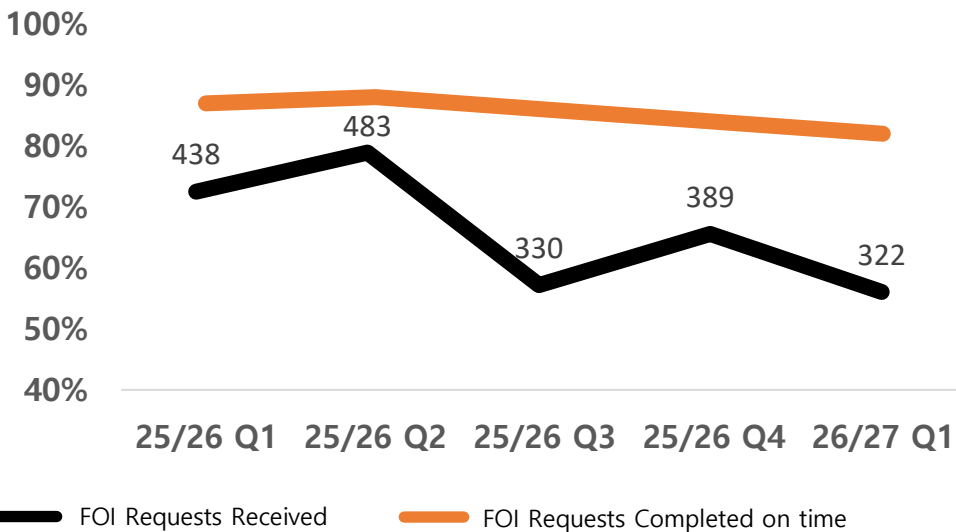


The Council Tax Valuation List - Percentage of New Properties added to the list within 0-3 months has been **decreasing** over the past year and has continued to **decrease** this quarter. It is an area for **focus for improvement**.



Action: The assessor is actively addressing a significant backlog of work which arose following the completion of the 2026 revaluation of all non-domestic properties.

There has been a further slight decrease in the **FOI Requests Completed on Time** in quarter 1, and quarter 1 also shows a decrease in the number of FOI Requests Received. The indicator is a **focus for improvement**.



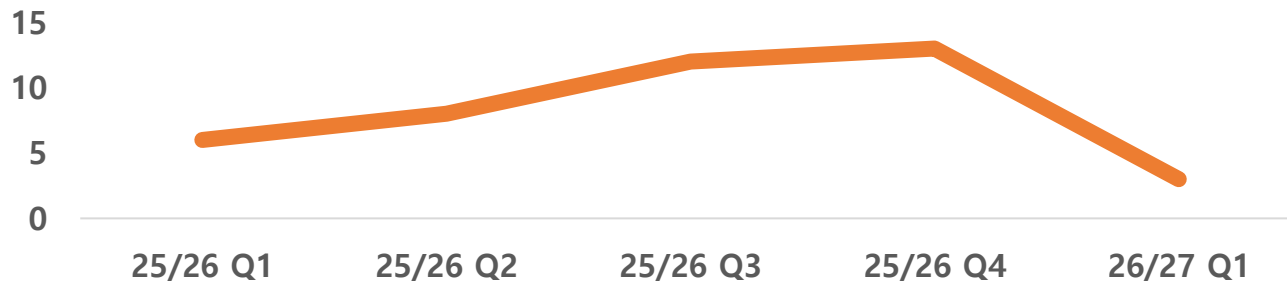
Action: While we strive for 100% compliance, the ongoing combination of high volume and complex requests has added to the delays in responding.

WORKING TOGETHER, IMPROVING LIVES

Performance Indicators

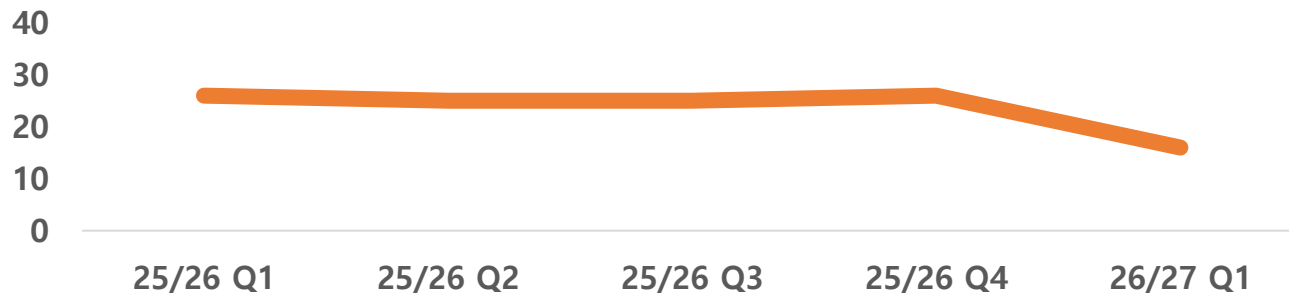


The number of New Modern Apprentices Employed by SBC has **decreased** this quarter and has moved to being an area for **focus for improvement**.



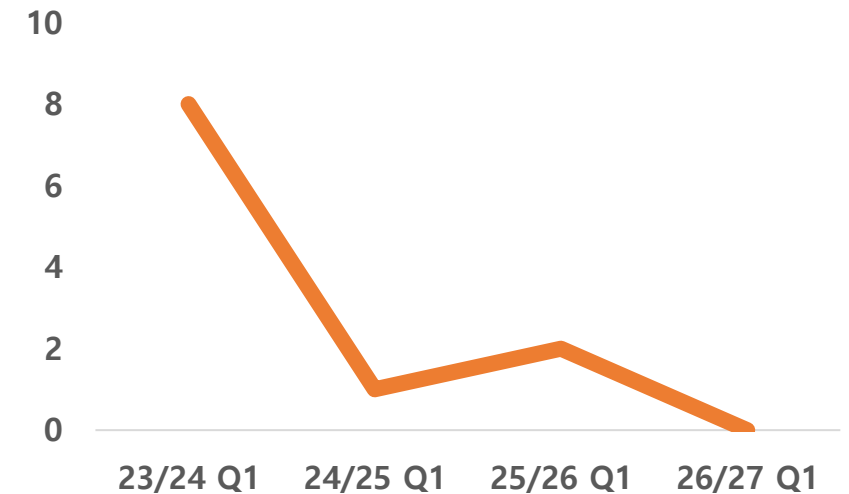
Action: Focus on identifying apprenticeship opportunities within People Planning sessions

The number of Current Apprentices Employed within SBC had been stable for over a year but has **reduced** this quarter. As a result, the indicator is now an area for **focus for improvement**.



Action: Focus on identifying apprenticeship opportunities within People Planning sessions

Modern Apprentices securing SBC employment after apprenticeship is **lower** in Quarter 1 this year than it has been in the same quarter over the last 4 years. It is an area for **focus for improvement**.



Action: Focus on identifying apprenticeship opportunities within People Planning sessions

Change Updates



New Performance Indicators

There have been the addition of 14 new Performance Indicators in Q1. These cover areas not reported in the Corporate Performance Report previously, or they help to better explain existing Performance Indicators

New Performance Indicator	Theme
Estate Energy Consumption Trend	Clean Green Future
Total Annual Engagements	Empowered Vibrant Communities
Active Membership Numbers (Leisure)	Empowered Vibrant Communities
Active Membership Numbers (Libraries)	Empowered Vibrant Communities
Percentage of Scottish Borders Population Engaged	Empowered Vibrant Communities
Health Referral Engagements	Good Health and Wellbeing
Percentage of Priority 1 Key IT System Application availability	Working Together, Improving Lives
Percentage of Priority 2 Key IT System Application availability	Working Together, Improving Lives
Percentage of Priority 3 Key IT System Application availability	Working Together, Improving Lives
Percentage of Severity Level 1 requests responded to by Service Desk within 30 mins	Working Together, Improving Lives
Percentage of Severity Level 2 requests responded to by Service Desk within 30 mins	Working Together, Improving Lives
Percentage of Severity Level 3 requests responded to by Service Desk within 1 hour	Working Together, Improving Lives
Percentage of Severity Level 4 requests responded to by Service Desk within 1 hour	Working Together, Improving Lives
First Time Fix rate	Working Together, Improving Lives

Change Updates



Updated Performance Indicators

Good Health and Wellbeing

A retrospective change was made to the **Number of people seriously injured on Border Roads** following an update to the data supplied to SBC. The number reported in Q4 has increased from **8** people to **10** people. This has been corrected, the public dashboard has been amended and no status changes were required.

Working Together Improving Lives

A retrospective change was made to **Average time (wks) taken to process all planning apps - Local Dev (non-householder) (cumulative)** for **2025/26 Q3 and Q4**, due to a data entry error. The incorrect figures have been changed from **29.5 and 24.0 respectively** to **3 and 6.5 respectively**. The discrepancy had a significant impact on the performance trend.