

## ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

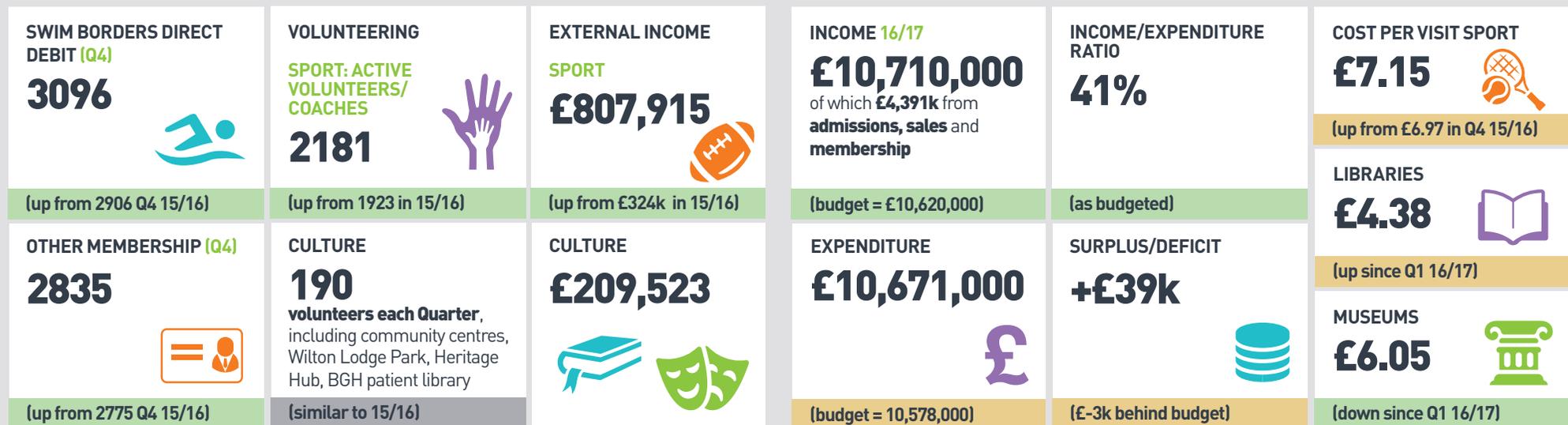
### HOW ARE THEY DOING?

April 2016 - March 2017: High level figures for 2016/17



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

### LIVE Borders performance during 2016/17



## APPENDIX 2: Live Borders Performance Reporting: end Q4, 2016/17

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

Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By																							
		Value	Target																										
CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)	<p>CP08-P093a CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)</p> <table border="1"> <caption>CP08-P93a Live Borders Sports Participants - Total number of people admitted to Live Borders facilities and programmes (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>200,000</td> <td>550,000</td> <td>1,164,085</td> </tr> </tbody> </table>	Quarter	2014/15	2015/16	2016/17	Q4	200,000	550,000	1,164,085	1,164,085	1,247,712	<p>While sports participation is positive for the quarter, this is due to the timing of recording Active Schools' data, and the annual performance is below the previous year. The main reduction in sports participant numbers can be attributed to sport hall and pitch usage. This is partly supported by the challenging financial performance against indoor hall hire.</p> <p>(Q4 only = 422,578, which is comparable to Q4 last year)</p> <p>Note: multipliers were used to record participants numbers for a multi-user product e.g. 1 x party = 26 participants, pitch and court hire have similar multipliers.</p> <p>Participants by age group:</p> <table border="1"> <thead> <tr> <th>Age Group</th> <th>Percentage</th> <th>Q2</th> </tr> </thead> <tbody> <tr> <td>0-5yrs</td> <td>4.2%</td> <td>7.5%</td> </tr> <tr> <td>6-16yrs</td> <td>57.4%</td> <td>31%</td> </tr> <tr> <td>17-64yrs</td> <td>32.1%</td> <td>49%</td> </tr> <tr> <td>65yrs +</td> <td>6.3%</td> <td>12%</td> </tr> </tbody> </table>	Age Group	Percentage	Q2	0-5yrs	4.2%	7.5%	6-16yrs	57.4%	31%	17-64yrs	32.1%	49%	65yrs +	6.3%	12%		Ewan Jackson
Quarter	2014/15	2015/16	2016/17																										
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## APPENDIX 2: Live Borders Performance Reporting: end Q4, 2016/17

Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By															
		Value	Target																		
CP08-P93b Live Borders - Admissions - Pool (cumulative)	<p>CP08-P093b CP08-P93b Live Borders - Admissions - Pool (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>104,515</td> <td>197,298</td> <td>274,383</td> <td>366,536</td> </tr> <tr> <td>2016/17</td> <td>88,377</td> <td>178,488</td> <td>266,643</td> <td>366,536</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	104,515	197,298	274,383	366,536	2016/17	88,377	178,488	266,643	366,536	366,536		Both swimming and swimming classes performed well (£16k over budget) and continue to grow, with 6% growth in our Learn 2 swim programme since April 2016.	🟢	Ewan Jackson
Year	Q1	Q2	Q3	Q4																	
2015/16	104,515	197,298	274,383	366,536																	
2016/17	88,377	178,488	266,643	366,536																	
CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)	<p>CP08-P093c CP08-P93c Live Borders - Admissions - Other (non-swim) (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>119,131</td> <td>216,454</td> <td>286,719</td> <td>439,351</td> </tr> <tr> <td>2016/17</td> <td>124,740</td> <td>233,250</td> <td>320,402</td> <td>439,351</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	119,131	216,454	286,719	439,351	2016/17	124,740	233,250	320,402	439,351	439,351		🟢	Ewan Jackson	
Year	Q1	Q2	Q3	Q4																	
2015/16	119,131	216,454	286,719	439,351																	
2016/17	124,740	233,250	320,402	439,351																	
Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)	<p>CP08-P161 Live Borders - Number of Culture Visits (Including Virtual and Outreach) (cumulative)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>195,867</td> <td>411,997</td> <td>568,972</td> <td>728,833</td> </tr> <tr> <td>2016/17</td> <td>185,550</td> <td>412,993</td> <td>574,191</td> <td>728,833</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2015/16	195,867	411,997	568,972	728,833	2016/17	185,550	412,993	574,191	728,833	728,833	727,973	A very small reduction over the range of visits in libraries, museums, Towermill, heritage hub and our arts programmes, with no single area performing markedly different between years.  (Q4 only = 154,642)	🟢	Ewan Jackson
Year	Q1	Q2	Q3	Q4																	
2015/16	195,867	411,997	568,972	728,833																	
2016/17	185,550	412,993	574,191	728,833																	

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Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By															
		Value	Target																		
Live Borders - Web visits (cumulative)	<p><b>CP08-P163 Live Borders - Web visits (cumulative)</b></p> <table border="1"> <caption>CP08-P163 Live Borders - Web visits (cumulative)</caption> <thead> <tr> <th>Quarter</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>61,195</td> <td>82,102</td> </tr> <tr> <td>Q2</td> <td>133,280</td> <td>166,151</td> </tr> <tr> <td>Q3</td> <td>192,257</td> <td>235,032</td> </tr> <tr> <td>Q4</td> <td>276,354</td> <td>348,304</td> </tr> </tbody> </table>	Quarter	2015/16	2016/17	Q1	61,195	82,102	Q2	133,280	166,151	Q3	192,257	235,032	Q4	276,354	348,304	348,304	4	A high web usage in this quarter as we continue to develop our integrated web our site.  (Q4 only = 113,272 )		Ewan Jackson
Quarter	2015/16	2016/17																			
Q1	61,195	82,102																			
Q2	133,280	166,151																			
Q3	192,257	235,032																			
Q4	276,354	348,304																			
Live Borders - Library Active Users (active members and mobile users)	<p><b>CP08-P162 Live Borders - Library Active Users (active members and mobile users)</b></p> <table border="1"> <caption>CP08-P162 Live Borders - Library Active Users (active members and mobile users)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>11,287</td> </tr> <tr> <td>Q4 2015/16</td> <td>11,383</td> </tr> <tr> <td>Q1 2016/17</td> <td>10,083</td> </tr> <tr> <td>Q2 2016/17</td> <td>11,041</td> </tr> <tr> <td>Q3 2016/17</td> <td>10,515</td> </tr> <tr> <td>Q4 2016/17</td> <td>9,623</td> </tr> </tbody> </table>	Quarter	Value	Q2 2015/16	11,287	Q4 2015/16	11,383	Q1 2016/17	10,083	Q2 2016/17	11,041	Q3 2016/17	10,515	Q4 2016/17	9,623	9,623		In line with national trends, the number of active users is lower than it was at the same time last year		Ewan Jackson	
Quarter	Value																				
Q2 2015/16	11,287																				
Q4 2015/16	11,383																				
Q1 2016/17	10,083																				
Q2 2016/17	11,041																				
Q3 2016/17	10,515																				
Q4 2016/17	9,623																				

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Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By														
		Value	Target																	
CP08-P95a Live Borders - Total Current Membership (quarters)	<p><b>CP08-P095a CP08-P95a Live Borders - Total Current Membership (quarters)</b></p> <table border="1"> <caption>CP08-P095a CP08-P95a Live Borders - Total Current Membership (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>5,564</td> </tr> <tr> <td>Q4 2015/16</td> <td>5,681</td> </tr> <tr> <td>Q1 2016/17</td> <td>5,483</td> </tr> <tr> <td>Q2 2016/17</td> <td>5,628</td> </tr> <tr> <td>Q3 2016/17</td> <td>5,945</td> </tr> <tr> <td>Q4 2016/17</td> <td>5,931</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q3 2015/16	5,564	Q4 2015/16	5,681	Q1 2016/17	5,483	Q2 2016/17	5,628	Q3 2016/17	5,945	Q4 2016/17	5,931	5,931		<p>The highest number of "active" and "learn 2" members for a considerable time.</p> <p>The growth in "active" memberships is partly attributed to the new membership package which was launched with a refocused service approach.</p>		Ewan Jackson
Quarter	Value																			
Q3 2015/16	5,564																			
Q4 2015/16	5,681																			
Q1 2016/17	5,483																			
Q2 2016/17	5,628																			
Q3 2016/17	5,945																			
Q4 2016/17	5,931																			
CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)	<p><b>CP08-P095b CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)</b></p> <table border="1"> <caption>CP08-P095b CP08-P95b Live Borders - Current Swim Borders (L2) Direct Debits (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>2,895</td> </tr> <tr> <td>Q4 2015/16</td> <td>2,906</td> </tr> <tr> <td>Q1 2016/17</td> <td>2,956</td> </tr> <tr> <td>Q2 2016/17</td> <td>3,005</td> </tr> <tr> <td>Q3 2016/17</td> <td>3,118</td> </tr> <tr> <td>Q4 2016/17</td> <td>3,096</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q3 2015/16	2,895	Q4 2015/16	2,906	Q1 2016/17	2,956	Q2 2016/17	3,005	Q3 2016/17	3,118	Q4 2016/17	3,096	3,096		<p>Both swimming and swimming classes performed well (£16k over budget) and continue to grow, with 6% growth in our Learn 2 swim programme since April 2016.</p> <p>Membership has continued to grow, bringing an additional £37k income in 2016/17 compared to prior year.</p>		Ewan Jackson
Quarter	Value																			
Q3 2015/16	2,895																			
Q4 2015/16	2,906																			
Q1 2016/17	2,956																			
Q2 2016/17	3,005																			
Q3 2016/17	3,118																			
Q4 2016/17	3,096																			

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Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By														
		Value	Target																	
CP08-P95c Live Borders - Current Membership (Other) (quarters)	<p><b>CP08-P095c CP08-P95c Live Borders - Current Membership (Other) (quarters)</b></p> <table border="1"> <caption>CP08-P95c Live Borders - Current Membership (Other) (quarters)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/16</td> <td>2,669</td> </tr> <tr> <td>Q4 2016/16</td> <td>2,775</td> </tr> <tr> <td>Q1 2016/17</td> <td>2,527</td> </tr> <tr> <td>Q2 2016/17</td> <td>2,623</td> </tr> <tr> <td>Q3 2016/17</td> <td>2,827</td> </tr> <tr> <td>Q4 2016/17</td> <td>2,835</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q3 2016/16	2,669	Q4 2016/16	2,775	Q1 2016/17	2,527	Q2 2016/17	2,623	Q3 2016/17	2,827	Q4 2016/17	2,835	2,835		See above		Ewan Jackson
Quarter	Value																			
Q3 2016/16	2,669																			
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Q1 2016/17	2,527																			
Q2 2016/17	2,623																			
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Q4 2016/17	2,835																			
CP08-P94e Live Borders - Cost/Visit (sport)	<p><b>CP08-P094e CP08-P94e Live Borders - Cost/Visit (sport)</b></p> <table border="1"> <caption>CP08-P94e Live Borders - Cost/Visit (sport)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/16</td> <td>£7.65</td> </tr> <tr> <td>Q4 2016/16</td> <td>£6.97</td> </tr> <tr> <td>Q1 2016/17</td> <td>£6.66</td> </tr> <tr> <td>Q2 2016/17</td> <td>£6.94</td> </tr> <tr> <td>Q3 2016/17</td> <td>£7.30</td> </tr> <tr> <td>Q4 2016/17</td> <td>£7.15</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q3 2016/16	£7.65	Q4 2016/16	£6.97	Q1 2016/17	£6.66	Q2 2016/17	£6.94	Q3 2016/17	£7.30	Q4 2016/17	£7.15	£7.15		<p>These cost per visit measures are simply <b>Expenditure / Total admissions</b>, as presented to Live Borders Board each quarter.</p> <p>The figures should only be used to monitor performance locally and <u>not</u> compared directly to the annual Local Government Benchmarking Framework (LGBF) figures, which are calculated slightly differently</p>		Ewan Jackson
Quarter	Value (£)																			
Q3 2016/16	£7.65																			
Q4 2016/16	£6.97																			
Q1 2016/17	£6.66																			
Q2 2016/17	£6.94																			
Q3 2016/17	£7.30																			
Q4 2016/17	£7.15																			

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Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By										
		Value	Target													
CP08-P94g Live Borders - Cost/Visit (museums)	<p><b>CP08-P094g CP08-P94g Live Borders - Cost/Visit (museums)</b></p> <table border="1"> <caption>CP08-P94g Live Borders - Cost/Visit (museums)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>£4.04</td> </tr> <tr> <td>Q2-2016/17</td> <td>£4.11</td> </tr> <tr> <td>Q3-2016/17</td> <td>£4.81</td> </tr> <tr> <td>Q4-2016/17</td> <td>£6.05</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2016/17	£4.04	Q2-2016/17	£4.11	Q3-2016/17	£4.81	Q4-2016/17	£6.05	£6.05		<p>Measure, as above</p> <p>Higher museums cost per visit reflects a number of seasonal closures.</p>		Ewan Jackson
Quarter	Value (£)															
Q1-2016/17	£4.04															
Q2-2016/17	£4.11															
Q3-2016/17	£4.81															
Q4-2016/17	£6.05															
CP08-P94h Live Borders - Cost/Visit (libraries)	<p><b>CP08-P094h CP08-P94h Live Borders - Cost/Visit (libraries)</b></p> <table border="1"> <caption>CP08-P94h Live Borders - Cost/Visit (libraries)</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>£4.60</td> </tr> <tr> <td>Q2-2016/17</td> <td>£4.25</td> </tr> <tr> <td>Q3-2016/17</td> <td>£4.29</td> </tr> <tr> <td>Q4-2016/17</td> <td>£4.38</td> </tr> </tbody> </table> <p>Legend: ■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (£)	Q1-2016/17	£4.60	Q2-2016/17	£4.25	Q3-2016/17	£4.29	Q4-2016/17	£4.38	£4.38		<p>Measure, as above</p>		Ewan Jackson
Quarter	Value (£)															
Q1-2016/17	£4.60															
Q2-2016/17	£4.25															
Q3-2016/17	£4.29															
Q4-2016/17	£4.38															

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Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By
		Value	Target			
CP08-P96 Live Borders - Customer Satisfaction	<p><b>CP08-P096 CP08-P96 Live Borders - Customer Satisfaction</b></p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	0		<p>Live Borders is no longer using the "Net Promoter Score (previously used and reported through this measures) and have now set up focus groups (after a tendering exercise around how best to monitor customer satisfaction across Live Borders).</p> <p>There has been a good response from users willing to engage in Live Borders forums, which means this indicator can now be fully developed, changed and reported during 2017/18.</p>		Ewan Jackson
CP08-P97 Live Borders - Standards Audit	<p><b>CP08-P097 CP08-P97 Live Borders - Standards Audit</b></p> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	71	70	<p>Standards Audit is an internal measure of physical checks of buildings covering condition, cleanliness, and staff presentation for example.</p> <p>This is for <u>sport facilities only</u> at the moment. Standards auditing for halls, Harestones and Tower Mill is currently being explored</p>		Ewan Jackson

## APPENDIX 2: Live Borders Performance Reporting: end Q4, 2016/17

Short Name	Trend Chart	Q4 2016/17		Commentary	Traffic Light Icon	Managed By														
		Value	Target																	
CP08-P98 Live Borders - Energy Consumption	<p>CP08-P098 CP08-P98 Live Borders - Energy Consumption</p> <table border="1"> <caption>Energy Consumption Data (kWh per square metre)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>66.98</td> </tr> <tr> <td>Q4 2015/16</td> <td>69.3</td> </tr> <tr> <td>Q1 2016/17</td> <td>62.5</td> </tr> <tr> <td>Q2 2016/17</td> <td>50.3</td> </tr> <tr> <td>Q3 2016/17</td> <td>71.58</td> </tr> <tr> <td>Q4 2016/17</td> <td>71.58</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	66.98	Q4 2015/16	69.3	Q1 2016/17	62.5	Q2 2016/17	50.3	Q3 2016/17	71.58	Q4 2016/17	71.58	71.58		<p>This measure shows the amount of energy used (in kWh) per square metre across all the Trust's facilities.</p> <p>A disappointing spend on energy and water across the business, when compared to 2015/16. This was mainly as a result of using estimated bills for the majority of the year and actuals bills being higher*. We continue to work with our broker and supplier to improve energy and water monitoring.</p> <p>*Q3 much higher than previous quarters Live Borders should be getting actual readings, but it would appear that there were some corrections at a number of centres based on estimated readings. These are being queried with brokers</p>		Ewan Jackson
Quarter	Value																			
Q3 2015/16	66.98																			
Q4 2015/16	69.3																			
Q1 2016/17	62.5																			
Q2 2016/17	50.3																			
Q3 2016/17	71.58																			
Q4 2016/17	71.58																			
External funding	<table border="1"> <tbody> <tr> <td>2014/15</td> <td>=</td> <td>£231,451</td> </tr> <tr> <td>2015/16</td> <td>=</td> <td>£324,354</td> </tr> <tr> <td><b>2016/17</b></td> <td>=</td> <td><b>£1,019,455</b></td> </tr> </tbody> </table>	2014/15	=	£231,451	2015/16	=	£324,354	<b>2016/17</b>	=	<b>£1,019,455</b>			<table border="1"> <tbody> <tr> <td>Sport</td> <td>£807,915</td> </tr> <tr> <td>Culture</td> <td>£209,523</td> </tr> </tbody> </table>	Sport	£807,915	Culture	£209,523		Ewan Jackson	
2014/15	=	£231,451																		
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Sport	£807,915																			
Culture	£209,523																			

### Complaints reporting

Live Borders now has a Complaints Handling Procedure that aligns with SBC's. We will be required, in our 2016/17 Annual Complaints Report to the Scottish Public Sector Ombudsman (SPSO) to include Live Borders and SB Cares complaints information under the 8 indicators specified by the SPSO (around volume, response times, and learning from complaints). Live Borders has presented, for Q1, 2, 3 and 4 the volume of all complaints received, presented in the table below:

## APPENDIX 2: Live Borders Performance Reporting: end Q4, 2016/17

<b>Complaints 16/17</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>Price</b>	7	0	8	<b>1</b>
<b>Booking/access/info</b>	25	20	14	<b>19</b>
<b>Quality</b>	2	10	2	<b>13</b>
<b>Staff attitude</b>	1	2	1	<b>0</b>
<b>Other</b>	2	1	2	<b>3</b>
<b>Total</b>	<b>37</b>	<b>33</b>	<b>27</b>	<b>36</b>
<b>Comments</b>	25	24	15	<b>0</b>
<b>Complements</b>	2	3	3	<b>0</b>

Since **Q3**, Live Borders has also now been recording the response times to all valid complaints

### **During Q4**

- 32 out of 36 complaints were closed at Stage 1 (within 5 working days). 14 were upheld, 2 were still “open”
- 2 out of 36 were closed at Stage 2. Both were upheld
- 33 out of 36 were closed within the required time scales, with authorised extensions given to the other 3.

Of the 18 upheld issues covered included:

- Cancellation of class
- Cleanliness at pool
- Content of classes
- Quality of equipment

Responses are provided to all complainants and appropriate action taken. The majority relate to sport and the Area Managers have met with staff and are providing support and training to deal with issues at source and reduce the number of complaints received. SBC Customer Services is liaising with Live Borders to ensure that this happens and we can confidently use this information in SBC’s annual report to the SPSO.