

01

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH

HOW ARE WE DOING?



Business Gateway

Ettrick Yarn Dyers Ltd secured Grant and Loan funding from Business Gateway to enable them to upgrade dyeing machines, making them much more carbon friendly and efficient. The business has developed a new process to dye fireproof thread at very high temperatures. The upgrades facilitate this and will enable increased turnover, profit and employment. The company recently worked with Resource Efficient Scotland to undertake an Environmental Audit, which identified energy saving measures including an LED lighting replacement programme, for which they secured a Carbon Trust Green Business Fund Capital Contribution. Further action recommended within the audit has attracted grant and loan support from the Scottish Borders Business Loan Fund. The next phase is to assess potential for heat recovery and water savings within the dyeing processes, eligible for support from Resource Efficient Scotland and the Carbon Trust.

July 2017 – September 2017:

EMPLOYMENT RATE* 74.7% of people aged between 16-64 are now in employment		CLAIMANT COUNT (16-64YR OLDS) 1.57% of working age people are now out of work and claiming benefits		CLAIMANT COUNT (18-24YR OLDS) 3.4% of young people are now out of work and claiming benefits		PLANNING APPLICATIONS 319 received during Q2 2017/18	
Scotland Q1 17/18	73.4%	Scotland Q2 17/18	2.37%	Scotland Q2 17/18	3.63%	SB Q2 16/17	327
SB Q1 16/17	75.7%	SB Q2 16/17	1.6%	SB Q2 16/17	3.83%		

• railway • connectivity • investment • skills • housing • railway • connectivity • investment • skills •

Our performance during Q2 2017/18

BUSINESS GATEWAY 50 new businesses were created with our help  (down from 56 in Q2 16/17)	BUSINESS LOANS AND GRANTS £40.0k was approved in loans over 2 successful application to the Scottish Borders Business Loan Fund  (up from £20.0K in Q2 16/17)	INVOICES PAID Invoices paid within 30 days 74% on average were paid within 30 days in Q2 17/18 (down from 85% in Q2 16/17)	AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS* 23.0# major applications received in Q1 17/18 (Q1 16/17 0.0 weeks)
324 businesses were supported in Q2 2017/18  (up from 283 in Q2 16/17)	£20.4k was approved in grants over 7 successful applications to the Scottish Borders Business Fund (down from £43.6K in Q2 16/17)		10.6# weeks for non-householders (Q1 16/17 8.6 weeks)
			7.8# weeks for householders (Q1 16/17 6.5 weeks)



For more on performance visit www.scotborders.gov.uk/performance or email performance@scotborders.gov.uk

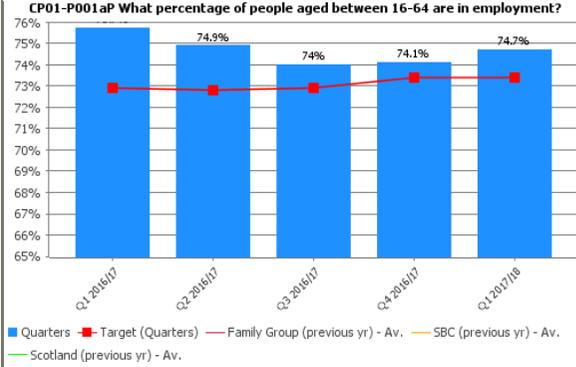
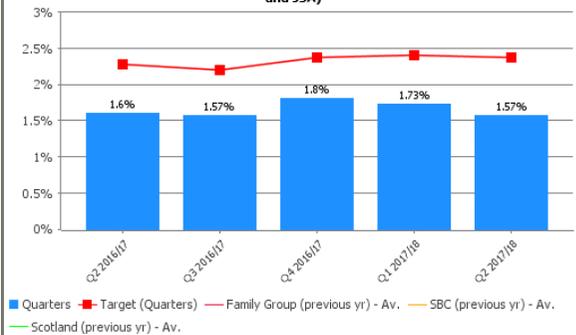
Correct at time of publication: 14 November 2017.

*Performance indicators with a quarter lag in data. # Unadjusted data, awaiting information from Scottish Government.

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

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

Priority 1: Sustainable Economic Development –Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Working age population (16 - 64) employment rate	<p>CP01-P001aP What percentage of people aged between 16-64 are in employment?</p>  <table border="1"> <caption>CP01-P001aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>74.9%</td> </tr> <tr> <td>Q3 2016/17</td> <td>74%</td> </tr> <tr> <td>Q4 2016/17</td> <td>74.1%</td> </tr> <tr> <td>Q1 2017/18</td> <td>74.7%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2016/17	74.9%	Q3 2016/17	74%	Q4 2016/17	74.1%	Q1 2017/18	74.7%	74.7%	<p>Observations: The number of people in work is now 53,200 (74.7%), which is 300 more than in Q4 of 2016/17. The Scottish Borders rate remains higher than the Scottish rate (73.4%) and is now higher than the UK rate (74.4%).</p> <p>Note: One quarter lag in data</p>		Bryan McGrath		
Quarter	Value (%)																
Q2 2016/17	74.9%																
Q3 2016/17	74%																
Q4 2016/17	74.1%																
Q1 2017/18	74.7%																
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	<p>CP01-P001bP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)</p>  <table border="1"> <caption>CP01-P001bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2016/17</td> <td>1.6%</td> </tr> <tr> <td>Q3 2016/17</td> <td>1.57%</td> </tr> <tr> <td>Q4 2016/17</td> <td>1.8%</td> </tr> <tr> <td>Q1 2017/18</td> <td>1.73%</td> </tr> <tr> <td>Q2 2017/18</td> <td>1.57%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q2 2016/17	1.6%	Q3 2016/17	1.57%	Q4 2016/17	1.8%	Q1 2017/18	1.73%	Q2 2017/18	1.57%	1.57%	<p>Observation: The average rate of people aged 16-64 claiming out of work benefits was 1.57%, lower than the Scottish rate of 2.37%. At the end of September 2017, there were 1,040 people claiming out of work benefits, which was 110 less than at the end of the last quarter and 45 less than at the same time last year.</p>		Bryan McGrath
Quarter	Value (%)																
Q2 2016/17	1.6%																
Q3 2016/17	1.57%																
Q4 2016/17	1.8%																
Q1 2017/18	1.73%																
Q2 2017/18	1.57%																

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p>	<p>CP01-P001cP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</p> <table border="1"> <caption>Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>3.83%</td> </tr> <tr> <td>Q3-2016/17</td> <td>3.53%</td> </tr> <tr> <td>Q4-2016/17</td> <td>3.7%</td> </tr> <tr> <td>Q1-2017/18</td> <td>3.43%</td> </tr> <tr> <td>Q2-2017/18</td> <td>3.4%</td> </tr> </tbody> </table> <p>Legend: Quarters (Blue bars), Target (Quarters) (Red line with square), Family Group (previous yr) - Av. (Red line with circle), SBC (previous yr) - Av. (Orange line with triangle), Scotland (previous yr) - Av. (Green line with diamond).</p>	Quarter	Value (%)	Q2-2016/17	3.83%	Q3-2016/17	3.53%	Q4-2016/17	3.7%	Q1-2017/18	3.43%	Q2-2017/18	3.4%	<p>3.4%</p>	<p>Observation: The average rate of people aged 18-24 claiming out of work benefits was 3.4% in the last quarter, lower than the Scottish average rate of 3.63%. At the end of September 2017, there were 265 young people claiming out of work benefits, 5 less than at the end of the last quarter and 35 lower than the same time last year.</p>		<p>Bryan McGrath</p>
Quarter	Value (%)																
Q2-2016/17	3.83%																
Q3-2016/17	3.53%																
Q4-2016/17	3.7%																
Q1-2017/18	3.43%																
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<p>Number of new Business Start Ups -Through Business Gateway</p>	<p>CP01-P001dP How many new businesses has Business Gateway help create?</p> <table border="1"> <caption>Number of new Business Start Ups -Through Business Gateway</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>56</td> </tr> <tr> <td>Q3-2016/17</td> <td>50</td> </tr> <tr> <td>Q4-2016/17</td> <td>71</td> </tr> <tr> <td>Q1-2017/18</td> <td>57</td> </tr> <tr> <td>Q2-2017/18</td> <td>50</td> </tr> </tbody> </table> <p>Legend: Quarters (Blue bars), Target (Quarters) (Red line with square), Family Group (previous yr) - Av. (Red line with circle), SBC (previous yr) - Av. (Orange line with triangle), Scotland (previous yr) - Av. (Green line with diamond).</p>	Quarter	Value	Q2-2016/17	56	Q3-2016/17	50	Q4-2016/17	71	Q1-2017/18	57	Q2-2017/18	50	<p>50</p>	<p>How are we performing: The forecast for this quarter was 49 so performance is slightly ahead of forecast. Year on year performance is up by 5 over the same period last year. The vast majority of these businesses are micro businesses and only 5 have reached the "Early Stage Growth" criteria over the same period. There is a good spread of starts across the geography of the Borders.</p> <p>Actions we are taking to improve/maintain performance: There are 2 start-up Advisers working across the Borders. One of the advisers is also delivering "Digital Boost" workshops which means that around a day per week has been taken to focus on this delivery. To counter this, the Adviser's time has been increased by 5 hours per week.</p> <p>More workshops are now being delivered across the area, whereas most were delivered from the office in Selkirk last year. Saturday morning workshops have become a regular feature that allows more contact to be made with potential start-ups unable to make workshops during the week.</p> <p>Better relationships have been formed with Borders College and Advisers are now given greater access to students who may consider self-employment following their studies.</p>		<p>Bryan McGrath</p>
Quarter	Value																
Q2-2016/17	56																
Q3-2016/17	50																
Q4-2016/17	71																
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2017 (Q2 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Business supported through Business Gateway	<p>CP01-P001eP How many businesses has Business Gateway supported?</p> <table border="1"> <caption>CP01-P001eP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>283</td> </tr> <tr> <td>Q3-2016/17</td> <td>353</td> </tr> <tr> <td>Q4-2016/17</td> <td>173</td> </tr> <tr> <td>Q1-2017/18</td> <td>286</td> </tr> <tr> <td>Q2-2017/18</td> <td>324</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	283	Q3-2016/17	353	Q4-2016/17	173	Q1-2017/18	286	Q2-2017/18	324	324	<p>How are we performing: Client interaction has increased each quarter in 2017. Performance is also increased year on year from the same quarter last year.</p> <p>Actions we are taking to improve/maintain performance: The localities approach has ensured that BG Advisers have a geographic spread. This has allowed increased focus from each of the Advisers. The Advisers have been working to cover a gap in one of the localities until August 2017 when the new BG Manager started. This has brought the team back up to 5 growth/existing business Advisers and should see the activity levels maintained.</p>		Bryan McGrath
Quarter	Value																
Q2-2016/17	283																
Q3-2016/17	353																
Q4-2016/17	173																
Q1-2017/18	286																
Q2-2017/18	324																
Scottish Borders Business Loan Fund - Number of loans	<p>CP01-P001fP How many loans to local businesses did we award?</p> <table border="1"> <caption>CP01-P001fP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>1</td> </tr> <tr> <td>Q3-2016/17</td> <td>2</td> </tr> <tr> <td>Q4-2016/17</td> <td>0</td> </tr> <tr> <td>Q1-2017/18</td> <td>3</td> </tr> <tr> <td>Q2-2017/18</td> <td>2</td> </tr> </tbody> </table>	Quarter	Value	Q2-2016/17	1	Q3-2016/17	2	Q4-2016/17	0	Q1-2017/18	3	Q2-2017/18	2	2	<p>Observations: Two loans were approved in this Quarter from four applications. The businesses benefiting from these loans are in the textiles and retail sectors. The local business loan fund continues to be marketed and is aimed at businesses whose projects would not meet the criteria for the Business Loans Scotland scheme.</p>		Bryan McGrath
Quarter	Value																
Q2-2016/17	1																
Q3-2016/17	2																
Q4-2016/17	0																
Q1-2017/18	3																
Q2-2017/18	2																

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Scottish Borders Business Loan Fund - Value of loans	<p>CP01-P001gP How much money did those loans add up to?</p> <table border="1"> <caption>Data for CP01-P001gP</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>20,000.00</td> </tr> <tr> <td>Q3-2016/17</td> <td>40,000.00</td> </tr> <tr> <td>Q4-2016/17</td> <td>0.00</td> </tr> <tr> <td>Q1-2017/18</td> <td>48,711.29</td> </tr> <tr> <td>Q2-2017/18</td> <td>40,000.00</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (£)	Q2-2016/17	20,000.00	Q3-2016/17	40,000.00	Q4-2016/17	0.00	Q1-2017/18	48,711.29	Q2-2017/18	40,000.00	£40,000.00			Bryan McGrath
Quarter	Value (£)																
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Scottish Borders Business Fund - Number of grants	<p>CP01-P001hP How many grants to local businesses did we award?</p> <table border="1"> <caption>Data for CP01-P001hP</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>13</td> </tr> <tr> <td>Q3-2016/17</td> <td>8</td> </tr> <tr> <td>Q4-2016/17</td> <td>8</td> </tr> <tr> <td>Q1-2017/18</td> <td>12</td> </tr> <tr> <td>Q2-2017/18</td> <td>7</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Number of Grants	Q2-2016/17	13	Q3-2016/17	8	Q4-2016/17	8	Q1-2017/18	12	Q2-2017/18	7	7	<p>Observations:</p> <p>7 grants were awarded from 7 applications submitted in this Quarter. The £20,395.40 awarded in this Quarter is expected to create leverage of £21,080.40 in private sector project spend. It is predicted that 12 jobs have been created and 20 safeguarded for these projects. Grants awarded decreased in Q2 compared to Q1 as there is a smaller pipeline than that prevalent at the beginning of the financial year. Sectors supported were textiles, construction, manufacturing, food and drink, and tourism.</p>		Bryan McGrath
Quarter	Number of Grants																
Q2-2016/17	13																
Q3-2016/17	8																
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Q2-2017/18	7																

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
Scottish Borders Business Fund - Value of grants	<p>CP01-P001IP How much money did those grants add up to?</p> <table border="1"> <caption>Value of grants (£)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>£37,739.12</td> </tr> <tr> <td>Q3-2016/17</td> <td>£26,099.15</td> </tr> <tr> <td>Q4-2016/17</td> <td>£26,671.04</td> </tr> <tr> <td>Q1-2017/18</td> <td>£37,739.12</td> </tr> <tr> <td>Q2-2017/18</td> <td>£20,395.40</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2-2016/17	£37,739.12	Q3-2016/17	£26,099.15	Q4-2016/17	£26,671.04	Q1-2017/18	£37,739.12	Q2-2017/18	£20,395.40	£20,395.40			Bryan McGrath
Quarter	Value																
Q2-2016/17	£37,739.12																
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Number of Planning Applications Received	<p>CP01-P001jP How many planning applications do we receive?</p> <table border="1"> <caption>Number of planning applications</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>327</td> </tr> <tr> <td>Q3-2016/17</td> <td>291</td> </tr> <tr> <td>Q4-2016/17</td> <td>374</td> </tr> <tr> <td>Q1-2017/18</td> <td>374</td> </tr> <tr> <td>Q2-2017/18</td> <td>319</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q2-2016/17	327	Q3-2016/17	291	Q4-2016/17	374	Q1-2017/18	374	Q2-2017/18	319	319	Although the number of planning applications received this quarter is down on last quarter, the number of applications received <i>year to date</i> is 7% ahead of the same time last year (693 compared to 648 in 16/17)		Ian Aikman
Quarter	Value																
Q2-2016/17	327																
Q3-2016/17	291																
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Q1-2017/18	374																
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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By										
<p>Av.time (wks) taken to process all planning apps - Maj Dev. - ADJUSTED (cumulative)</p>	<p>CP01-P001kP How long in weeks does it take on average to process all planning applications for major developments?</p> <table border="1"> <caption>Data for CP01-P001kP</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>0.0</td> </tr> <tr> <td>Q3-2016/17</td> <td>0.0</td> </tr> <tr> <td>Q4-2016/17</td> <td>0.0</td> </tr> <tr> <td>Q1-2017/18</td> <td>23.0</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2-2016/17	0.0	Q3-2016/17	0.0	Q4-2016/17	0.0	Q1-2017/18	23.0	<p>23.0</p>	<p><i>This figure is unadjusted.</i> We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is below the 2016/17 national Scottish average for this category of application of 37.1 weeks</p>		<p>Ian Aikman</p>
Quarter	Value (wks)														
Q2-2016/17	0.0														
Q3-2016/17	0.0														
Q4-2016/17	0.0														
Q1-2017/18	23.0														
<p>Av.time (wks) taken to process all planning apps - Local Dev (non-householder) - ADJUSTED (cumulative)</p>	<p>CP01-P001IP How long in weeks does it take on average to process all planning applications for non-household developments?</p> <table border="1"> <caption>Data for CP01-P001IP</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>7.0</td> </tr> <tr> <td>Q3-2016/17</td> <td>6.9</td> </tr> <tr> <td>Q4-2016/17</td> <td>7.9</td> </tr> <tr> <td>Q1-2017/18</td> <td>10.6</td> </tr> </tbody> </table>	Quarter	Value (wks)	Q2-2016/17	7.0	Q3-2016/17	6.9	Q4-2016/17	7.9	Q1-2017/18	10.6	<p>10.6</p>	<p><i>This figure is unadjusted.</i> We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is below the 2016/17 national Scottish average for this category of application of 11 weeks</p>		<p>Ian Aikman</p>
Quarter	Value (wks)														
Q2-2016/17	7.0														
Q3-2016/17	6.9														
Q4-2016/17	7.9														
Q1-2017/18	10.6														

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Av.time (wks) taken to process all planning apps - Local Dev (householder) - ADJUSTED (cumulative)</p>	<p>CP01-P001mP How long in weeks does it take on average to process all planning applications for household developments?</p> <table border="1"> <caption>CP01-P001mP Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (wks)</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>6.5</td> </tr> <tr> <td>Q2-2016/17</td> <td>6.7</td> </tr> <tr> <td>Q3-2016/17</td> <td>7.4</td> </tr> <tr> <td>Q4-2016/17</td> <td>6.6</td> </tr> <tr> <td>Q2-2017/18</td> <td>7.8</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (wks)	Q1-2016/17	6.5	Q2-2016/17	6.7	Q3-2016/17	7.4	Q4-2016/17	6.6	Q2-2017/18	7.8	<p>7.8</p>	<p><i>This figure is unadjusted. We have heard from Scottish Government that due to staff changes at Scottish Government Stats Division we will not get the adjusted 1st quarter figures until late November 2017. The figure is just above the 2016/17 national Scottish average for this category of application of 7.3 weeks</i></p>		<p>Ian Aikman</p>
Quarter	Value (wks)																
Q1-2016/17	6.5																
Q2-2016/17	6.7																
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Q4-2016/17	6.6																
Q2-2017/18	7.8																
<p>% of Invoices paid within 30 days</p>	<p>CP01-P001r % of Invoices paid within 30 days</p> <table border="1"> <caption>CP01-P001r Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q2-2016/17</td> <td>85%</td> </tr> <tr> <td>Q3-2016/17</td> <td>90%</td> </tr> <tr> <td>Q4-2016/17</td> <td>90%</td> </tr> <tr> <td>Q2-2017/18</td> <td>72%</td> </tr> <tr> <td>Q2-2017/18</td> <td>74%</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Family Group (previous yr) - Av. (red line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value (%)	Q2-2016/17	85%	Q3-2016/17	90%	Q4-2016/17	90%	Q2-2017/18	72%	Q2-2017/18	74%	<p>74%</p>	<p>How are we performing? Of the 22,536 invoices processed by SBC in Q2, the % paid within 30 days of receiving the invoice has risen this quarter to 74% (almost 17,000), but remains below the levels seen before the introduction of Business World. That said, the month of September saw a significant improvement, to 82%, and the trend is moving in the right direction month on month. (It should also be noted that the volume of invoices processed in total increased over the period and 97% of payments were made electronically).</p> <p>Actions we are taking to improve/maintain performance: Ordering and invoice payment remain a key area of focus for SBC and a series of improvements, guidance and changes in Business World have now been put in place (end Oct) as a result of user feedback, along with further system enhancements aimed at simplifying the process and improving performance.</p>		<p>David Robertson</p>
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