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## **QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 1, 2016/17)**

**Report by Chief Executive**

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### **EXECUTIVE COMMITTEE**

**16 August 2016**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1. Appendices 2 and 3 provide details of Borders Sport and Leisure Trust (now Live Borders) performance for 2015/16.**
- 1.2 A summary of the main changes made to SBC performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. Appendix 1 provides a more detailed presentation and explanation of each Performance Indicator (PI). Where possible, information that is collected on a *quarterly* basis is presented but this is not possible for all areas of Council business, for example, school attainment. The presentation used in Appendix 1 is consistent with what was presented to Council on 26 June 2014 and to the Executive Committee each quarter thereafter.
- 1.3 All information contained within this report is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at [http://www.scotborders.gov.uk/info/691/council\\_performance/1353/our\\_performance\\_as\\_a\\_council](http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council) and by clicking on "Scottish Borders Performs".
- 1.4 Section 6 and Appendix 2 of this report present a summary of performance during 2015/16 for sport, now being managed by Live Borders. Appendix 3, a baseline summary of Cultural Service performance, will be made available before the Executive Committee.

#### **2 RECOMMENDATIONS**

- 2.1 I recommend that the Executive Committee:**
  - (a) Notes the changes to performance indicators outlined in Section 4 of this report;**
  - (b) Acknowledges and notes the performance presented in Section 5 and within Appendix 1 and the action that is being taken within Services to improve or maintain performance; and**

- (c) Notes the performance presented in Appendices 2 and 3 in relation to sport and culture (now delivered through Live Borders).**

### 3 BACKGROUND TO SBC PERFORMANCE REPORTING

- 3.1 SBC approved a Corporate Plan in April 2013. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities. This plan was updated and approved by SBC in October 2015, with an ongoing commitment made to the same values, standards, vision and eight priorities.
- 3.2 In order to ensure that these eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for its work with Community Planning partners. Again, this PMF was updated and approved by SBC in October 2015. A consistent PMF was developed for SBC's oversight of the integrated sport and culture trust, Live Borders and approved in March 2016.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within Appendix 1 and presents a mixture of PIs with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing in terms of addressing the agreed corporate priorities.

### 4 CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve, and will be refined to reflect policy and service changes on an ongoing basis. There are only a few minor changes to performance indicators since the Quarter 4 (2015/16) report presented in June 2016. These are outlined below:
- (a) **Priority 1** – no change to PIs;
  - (b) **Priority 2** – in June, Skills Development Scotland released data on % of 2015 School Leavers still in a positive destinations (six months on) and this has been included under this priority; annual data on Physical Education (PE) within primary schools has also been included; (note that high level exam performance will be tabled at the Executive Committee as results not published until 9 August);
  - (c) **Priority 3** – no change to PIs. However, Safer Communities Team is finalising its action plan and will look to bring forward some additional PIs for Q2;
  - (d) **Priority 4** – although the Scottish Landfill Communities Fund is now operational, reporting on awards will not commence until Q2. All outstanding applications are currently being processed. (Berwickshire Community Council Forum (BCCF) Environmental is the approved body now dealing with applications); Two new PIs have been introduced relating to money awarded through SBC's **Quality of Life Fund** and **Neighbourhood Small Schemes Fund**;
  - (e) **Priority 5** – no change to PIs;
  - (f) **Priority 6** – as all PC users are now registered to use SBC's online learning tool SBLearn, the "active users" PI will now be replaced by

the **number of e-learning completions** each quarter, providing a better measure on how regularly the tool is being used by employees (including use for mandatory training);

- (g) **Priority 7** – no change to PIs;
- (h) **Priority 8** – no change to PIs.

## **5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES**

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

- (a) Both Employment rate and claimant count are showing positive trends since last quarter and when compared to UK and Scottish figures. Although the rate of 18-24 year olds claiming out-of-work benefits sits at 3.33% compared to 3.23% nationally, it is falling over the longer term;
- (b) £35k of business grants were awarded in Q1 (across 11 applications), up on both last quarter and the same time last year;
- (c) The average times taken to process household and non-household planning applications are showing long-term positive trends, with times decreasing each quarter over the last year, and are lower than last year's average times;
- (d) Schools exclusions continue to fall over the longer term, with a clear focus on inclusion and the availability of appropriate support available within schools;
- (e) 100% of our primary schools are now meeting the Scottish Government's PE target (two hours per week), up from 94% last year;
- (f) 94% of young people who left school in 2015 were still in a positive destination, six months on, compared to the national average of 92%;
- (g) Uptake of Self Directed Support (SDS) continues to show positive progress, with 31% of people, who have a financial record with SBC, now using the approach;
- (h) 97% of new service users now received a service within six weeks of assessment, up from 95% last quarter;
- (i) There has been a 3.8% reduction in crimes in the year to date when compared to the same time period in 2015/16. This equates to 29 fewer victims;
- (j) SBC's Community Grant Scheme awarded 43 grants last quarter, with £88k of grants enabling projects with a total value of over £265k. Lottery funding also remains buoyant;
- (k) At the end of quarter 1, SBC employed 42 apprentices (29 male and 13 female) across a range of services and currently has nine student placements;

- (l) The total number of individual employment and skills opportunities created through the inception of the "Achieving value for communities through procurement" policy has now exceeded 50. This is very positive and measurable recognition of the local economic value of the Council's contract opportunities particularly in the construction sector;
- (m) Energy consumption has reduced by around 11% compared to 14/15, in part due to the transfer of one site to SBCares but this does not account for the total reduction. The associated cost for energy consumed also shows a fall of approximately 12% from the previous year;
- (n) 91% of all Freedom of Information requests received were completed on time during Q1, much improved since end of 2015/16;
- (o) The average time taken, in working days, to respond to complaints in all categories has reduced and is within targets set.

## 5.2 Performance measures – summary of key concerns/improvement areas

- (a) Business Gateway figures are slightly below target, but the small shortfall against the indicative quarterly targets is normal over the summer months and will be made up by the Autumn. The new geographical split for advisers, aligned to the five localities, is starting to have a positive effect;
- (b) The % of Looked After Children, age 12+ , in a family based placement still remains below the ambitious target of 80% but is seeing steady improvement over the longer term and improved since last quarter;
- (c) There has been an increase in both the number of inter-agency discussions held (where there is a concern about a child) and the number of children on the Child Protection Register. A survey will be sent to all partners to seek views on the rationale for the increase, the outcome of this will be fed back to the Child Protection Committee membership once concluded;
- (d) There has been an increase of 38 domestic abuse incidents for the year to date when compared to the same time period in 2015/16 which equates to a 21.2% increase. The future of the service is secured to 31st March 2017, with contributions from Scottish Government and partner agencies. Staffing remains a critical issue for both services, with maternity cover, staff sickness etc. leaving little resilience in the services;
- (e) Sadly, road safety figures are showing that 2 people were killed and 12 were injured on our roads during Q1 (calendar year). (Police Scotland has not yet released the *verified* figures and any small changes will be reported to Executive in November);

- (f) Council Tax collection rates are 0.48% down on 2016/17 targets. The number of customers paying over 12 months has increased to 20.79% from 16.90% at the same time last year which affects direct comparisons. Work is ongoing to explore the impact of the Long Term Empty Properties and the resulting increased billing position. A plan is in place to reduce backlogs and staff have been allocated to new in-year collection initiatives. A revised Sheriff Officer contract has been implemented;
  - (g) The number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints has dropped to 50% (target = 100%) but this only involves two individual complaints;
  - (h) The number of Social Work complaints received are higher than the previous quarters and, although it is difficult to highlight any trends, it is recognised that residents (including relatives of service users) in receipt of social services are more aware of their rights and will make a complaint if they are unhappy with the service they are receiving. Complaints information is used, where appropriate, to make service improvements.
- 5.3 The technical report at Appendix 1 provides detail against every PI for both Elected Members and for members of the public. This information can also now be accessed at [http://www.scotborders.gov.uk/info/691/council\\_performance/1353/our\\_performance\\_as\\_a\\_council](http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council) and then by clicking on "*Scottish Borders Performs*". Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council to evidence how it fulfils its legal duty to provide best value to people.

## **6 LIVE BORDERS PERFORMANCE REPORTING**

- 6.1 On 1 April, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being met. Within this Framework, a set of performance measures were proposed, under each outcome, to be refined and developed over time once the Integrated Trust is more established.
- 6.2 For sport, a range of performance measures were developed and presented to Executive Committee in December 2015 (and also included in the Framework). Using these measures, Appendix 2 presents performance information for 2015/16.
- 6.3 The main points from Appendix 2 are summarised below:
  - (a) Overall, participant numbers are only slightly down from 2014/15, with pool closures during 2015/16 affecting overall numbers;
  - (b) Increased recreational sport activities for 5-16 year olds has led to increased admissions in areas other than pools (pool admissions are down for 2015/16);

- (c) Both customer satisfaction and standards audits (physical checks of buildings, cleanliness etc.) are showing strong performance;
  - (d) Whilst sales income has risen, expenditure has increased affecting cost per visit and a small deficit position for 2015/16 (£8784);
  - (e) Strong positions on attracting external funding, working with partners and volunteers are reported for 2015/16.
- 6.4 A large range of PIs for cultural services were also proposed as part of the approved Integrated Trust Performance Management Framework and have been used as the starting point for the information in Appendix 3 (it should be noted that figures presented are a reflection of performance during SBC's management of the service). As Live Borders' knowledge, understanding and experience of running these services develops, so too will the performance indicators. It is also anticipated that some measures will be amalgamated as the integrated service develops, e.g. around cost, customer satisfaction, participation, external funding, etc.
- 6.5 The measures presented in Appendix 3 are for information only at this point and will be used, in the short term, to manage services within 2016/17 and then to underpin the business planning process for 2017/18 and beyond. Examples and case studies have been provided to enhance this performance information. Because the grant for Eastgate Theatre is now administered by Live Borders, its audience numbers for films and live events have been included and show strong performance for live events, which are the theatre's main focus (this compares to Heart of Hawick, where there is a focus on films).
- 6.6 All Live Borders performance information is reported to their Board on a quarterly basis and then discussed at the newly established Joint Officer Group, and the Member Trustee Liaison Group (which will meet for the first time in September).

## **7 IMPLICATIONS**

### **7.1 Financial**

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

### **7.2 Risk and Mitigations**

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

### **7.3 Equalities**

- (a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.
- (b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that

relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services and will be reported to Corporate Management Team in the coming months.

**7.4 Acting Sustainably**

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

**7.5 Carbon Management**

There are no effects on carbon emissions as a result of this report.

**7.6 Rural Proofing**

Not applicable.

**7.7 Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made.

**8 CONSULTATION**

8.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into this report.

**Approved by**

**Tracey Logan**  
**Chief Executive**

**Signature .....**

**Author(s)**

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**Background Papers:** Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

**Previous Minute Reference:** Scottish Borders Council Executive Committee, 7 June 2016; and 1 December 2015.

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Sarah Watters can also give information on other language translations as well as providing additional copies.

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