
QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 3, 2016/17)

Report by Chief Executive

EXECUTIVE COMMITTEE

14 February 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of SBC quarterly performance information for members, with details contained within Appendix 1. Appendix 2 provides details of Live Borders performance.**
- 1.2 SBC approved a Corporate Plan in April 2013, with 8 priorities that it wishes to address for the Scottish Borders over a 5 year period. In order to monitor progress against the eight priorities, this review of performance information is undertaken quarterly and presented to Executive Committee.
- 1.3 A summary of the main changes made to 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.
- 1.4 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 and by clicking on "Scottish Borders Performs".
- 1.5 Section 6 and Appendix 2 of this report present a summary of performance during Quarters 1 and 2 of 2016/17 for sport and culture, managed by Live Borders since April 2016. Reporting performance in February and August each year to Executive Committee was agreed within the Performance Management Framework, approved when services were transferred to Live Borders.

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;**
 - (c) **Notes the performance presented in Section 6 and Appendix**

2 in relation to sport and culture, 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.
- 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 a few minor changes to performance indicators since the Quarter 2 (2016/17) report presented in November 2016. These are outlined below:
 - (a) **Priority 1** – no change to PIs;
 - (b) **Priority 2** – Planned inclusion of Positive Destination data for Q3 has not been possible as the data is not yet available from Scottish Government (due March 2017). Achievement of Curriculum for Excellence (CFE) Levels for 2015/16 for primary schools, released by the Scottish Government in December 2016, has been presented within the "infographic" within Appendix 1;
 - (c) **Priority 3** – no change to PIs. New Safer Communities Manager is currently reviewing service measures with a view to ensuring better alignment with the Community Planning Partnership's Reducing Inequalities strategy and the work that the service can directly influence;
 - (d) **Priority 4** – no changes to PIs but this quarter's "infographic" focuses on projects being carried out across our communities, some of which have received funding from SBC, and others that have not, to showcase some work that community groups are initiating themselves;
 - (e) **Priority 5** – no change to PIs (although it should be noted that the vetted figures for those Killed or Seriously Injured on our roads during this quarter is not yet available);
 - (f) **Priority 6** – no change to PIs;
 - (g) **Priority 7** – historically, SBC has reported the occupancy rates of Industrial and Commercial Units for the entire Scottish Borders, but this has been broken down to locality level within Appendix 1 (in response to a request by Members at the Executive Committee in November 2016);

- (h) **Priority 8** – 2 new social media measures have been included and cover **the number of Facebook engagements** and **the number of Twitter engagements**. As can be seen from the quarterly figures, social media is now a key engagement tool for SBC, with large reach.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) The average rate of young people claiming out of work benefits is now lower than it was at the end of 2015/16 and encouragingly, it is now lower than the national rate. There are 270 young people age 18-24 claiming;
- (b) £40k in business loans were awarded in Q3 (from 2 applications), double that of last quarter;
- (c) The average times taken to process household and non-household planning applications continue to show long-term positive trends, in particular non-household applications which has reduced to 7 weeks this quarter from 8.6 weeks last quarter and now sits well below the Scottish average of 11 weeks;
- (d) The % of invoices paid by SBC within 30 days has risen to 93% from 85% last quarter and is now on target;
- (e) The % of clients using Self Directed Support (SDS), based on SBC's financial commitment records, continues to show steady growth rising from 41% to 50% this quarter (**Appendix 1a** provides an update for Elected Members on SDS progress within SBC);
- (f) 97% of new service users (social work) continue to receive a service within six weeks of assessment;
- (g) Following a review of the process for, and the recording of, inter-agency referral discussions (IRD), SBC services are working to ensuring that more concerns are being dealt with and more children are protected from harm. IRDs remain the main method of discussion around the child where there are child protection concerns and the process ensures that an early intervention and prevention approach is taken;
- (h) SBC's Welfare Benefits Service has seen an increases in both number of clients and monetary gains, when compared to the same time last year;
- (i) The Landfill Communities Fund saw 3 awards in Q3 equating to £67.5k of funding awarded (towards projects with total project costs of £290k). SBC's Community Grant Scheme continues to perform well;
- (j) The amount of waste recycled at Community Recycling Centres increased to 56.46% and is now at its highest reported level since introduction;
- (k) The % of working days that are lost due to absence fell to 3.8% this quarter from 4.2% in Q2 and now sits below the 4% target for the first time since Q3 2014/15;
- (l) Registration to SBC's employee benefit scheme continues to grow with 45.25% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website, a 4.5% increase on last quarter;

- (m) Occupancy rates of commercial premises increased from last quarter with 9 new leases, lifting the occupancy rate to 89%;
- (n) The average time, in working days, to respond to complaints after escalation has decreased to 12.3 days from 18.8 days last quarter and now sits well inside the 20 day target.

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

- (a) The number of people in work is now 53,600 (74.9%), which is 700 less than in Q1 of 2016/17. However, the Scottish Borders rate remains higher than both the Scottish rate (72.8%) and the UK rate (73.9%).
- (b) The number and value of grants awarded from the Scottish Borders Business Fund has seen a reduction on last quarter, down from 13 grants to 8, and £43k to £25k awarded;
- (c) The number of secondary pupils excluded in Q3 has risen from 50 last quarter to 65 pupils. Significant progress was made during 2015/16 to bring exclusions down to their lowest levels in over 4 years with the rate of exclusions per 1000 pupils decreasing significantly. However, given the recent increases, there will be a re-focus on consistent application of SBC policies around excluding pupils, and an ongoing focus on inclusion;
- (d) The % of Looked After Children, age 12+, in a family based placement still remains below the ambitious target at 76% (target = 80%) but is seeing steady improvement over the longer term;
- (e) This quarter has seen much reduced funds gained from the National Lottery when compared to the same period last year due to 2 major projects being awarded £300k each with this quarter only showing 2 awards under £100k. However there are currently applications awaiting decisions estimated at around £2.5m;
- (f) Council tax collection levels are 0.96% down on the 16/17 target. Customer Services continue to analyse the payment profile and are confident that the end of year figures will be equivalent to 2015/16. Staff are monitoring the situation closely and work is ongoing to meet the expected target. With customers now able to pay over 12 months (instead of 10), and Council Tax increasing next year, targets for 2017/18 will be revised to reflect this change in payment profile for council tax, which is a hugely important source of income for the ongoing provision of high quality services.

- 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 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 2016, 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 **Appendix 2** presents a range of high level measures for the Integrated Trust, covering various aspects of sport and culture participation, and financial performance for Quarters 1 and 2, 2016/17. A more detailed report, for the Integrated Trust's first full year of operation, will be presented to Executive Committee in August 2017, including case studies (as agreed in the [Performance Management Framework](#), approved in March 2016).
- 6.3 Sports participation is down 11% when compared to the same period last year, due primarily to the planned closure of Selkirk Pool and Trifitness, Galashiels. Culture participation (which includes numbers attending live events & films, attendance at venues including museums and Heritage Hub, outreach etc.), is slightly ahead of the same time last year, although library active users are down from Q2 2015/16. Financial performance is as budgeted, with only a small negative variance in expenditure.

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, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

7.3 Equalities

- (a) As part of SBC's Equality Duty, officers are currently reviewing SBC's Equality Mainstreaming report 2013-17, to refresh the document for the next 5 year period. SBC is currently consulting on the report;
- (b) The performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) have been reviewed and an update on progress forms part of the consultation.

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 incorporated into this report.
- 8.2 The Depute Chief Executive People, the Depute Chief Executive Place, the Corporate Transformation and Services Director, the Chief Social Work Officer, the Chief Officer Health & Social Care Integration, The Service Director Children & Young People, the Service Director Neighbourhood Services, the Service Director Roads, the Service Director Assets and Infrastructure and the Communications and Marketing team 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: None

Previous Minute Reference: Scottish Borders Council Executive Committee, 15 November, 2016.

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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