
QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 1, 2017/18)

Report by Chief Executive EXECUTIVE COMMITTEE

5 September 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. Appendices 2 and 3 provide details of Live Borders performance.**
- 1.2 SBC approved a Corporate Plan in April 2013, with eight priorities that it wishes to address for the Scottish Borders over a 5 year period. In order to monitor progress against the eight priorities, a review of performance information is undertaken quarterly and presented to Executive Committee, as well as an annual summary in June each year.
- 1.3 A summary of any 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 more detail for each Performance Indicator (PI).
- 1.4 All information contained within this report and appendices 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 www.scotborders.gov.uk/performance and by clicking on "Scottish Borders Performs".
- 1.5 Section 6 and **Appendix 2 and 3** of this report present summaries of performance during 2016/17 for Live Borders (who have delivered sport and cultural services as part of an integrated trust since April 2016). Reporting performance in February and August/September 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 any changes to performance indicators outlined in Section 4 of this report;**
 - (b) **Acknowledges and notes the performance summarised in Sections 5 and 6, and detailed within Appendices 1, 2, and 3, and the action that is being taken within services to improve or maintain performance.**

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. The 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 A range of performance indicators (PI) for each Corporate Priority is presented within **Appendix 1** using a combination of summary “infographics”, case studies, and national comparisons where available.
- 3.4 **Appendix 1** also provides more detail for each of the performance indicators, providing quarterly performance information and commentary from officers. Coloured symbols have been used to indicate whether or not a PI is:
- on target/as forecast, in line with national trends or showing a long term positive trend;
 - just off target/just off forecast and showing a trend that needs to be monitored;
 - for information/context e.g. the number of planning applications received.

4 CHANGES TO SBC PERFORMANCE INDICATORS (PI)

- 4.1 The PIs used by each service area are continuing to evolve, and will be refined to reflect policy, service and technological changes on an ongoing basis and a few minor changes to performance indicators are outlined below:
- (a) **Priority 1: Economy**
- No change to indicators;
- (b) **Priority 2: Attainment and Achievement**
- Pupil attainment, S4, S5 and S6, has been included for academic year 2016/17, as well as Scottish Borders pass rates compared to the national rates;
- (c) **Priority 3: Care, Support and Protection**
- No change to indicators;
- (d) **Priority 4: Communities and Voluntary Sector**
- Over the last few years, Lottery and Landfill funding awarded has been reported to SBC’s Executive Committee on a quarterly basis by locality. Whilst SBC Officers can be involved with both funding streams, the Council does not have a direct influence on awards made (unlike funding such as SBC’s Community Grant Scheme, Quality of Life and Neighbourhood Small Schemes funding). It is therefore proposed that Lottery and Landfill funding awarded is reported on an *annual basis* only, by Locality. From Q2 2017/18, new measures around the Localities Bid Fund will be added to this report;

- (e) **Priority 5: Environment**
 - No change to indicators;
 - (f) **Priority 6: Workforce**
 - The implementation of Business World is affecting SBC's ability to robustly report under this corporate priority but should be addressed for Q2 reporting;
 - Once implemented fully, a range of additional HR reporting will be developed to further support this priority;
 - (g) **Priority 7: Assets and Resources**
 - No change to indicators (note that annual energy consumption for 2016/17 will be presented with the Q2 report);
 - (h) **Priority 8: Service Accessibility and Excellence**
 - From April 2017/18, Social Work complaints (both SBC and SB Cares) are now handled using the Council's Complaints Handling Procedure. The total number received and timescales therefore include social work complaints which have, up to end March 2017, been reported separately.
- 4.3 New PIs are and will be developed on an ongoing basis to align with SBC's current and future corporate priorities, and either be added to or replace existing indicators, so that progress can continue to be monitored effectively.
- 4.4 However, the Performance Indicators that can be included within this report are, in many service areas, constrained by the availability of reliable, regular data about how, when and where the Council delivers services. As SBC's Digital Transformation programme develops, technology will enable the development of performance indicators that relate to key business processes. For example, mobile technology should enable some of the Council's services to measure the time taken between receiving a customer request and dealing with it.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) At the end of June 2017, there were 265 young people (18-24 Yr olds) claiming out of work benefits, 35 lower than the end of the last quarter, 15 lower than the same time last year and, at 3.43%, was slightly lower than the Scottish rate of 3.53%.
- (b) 3 loans (from 3 applications) were approved from the Scottish Borders Business Loan fund in Q1. This compares favourably to the overall total of 4 for 2016/17. The 3 approvals were for a value of £48.7k.
- (c) The number of grants awarded under the Scottish Borders Business Fund was 50% higher than each of the previous 2 quarters at 12 (from 21 applications). The value attaching to these was £37.7k. The amount of grant awarded in this Quarter is expected to create leverage of £40.4k in private sector project spend
- (d) The Adjusted average time to process Local Dev Non Householder Planning Applications was 7.9 weeks for Q4 and 7.6 weeks for the year. This represents a significant improvement over last year's figure of 17.4 weeks and times in excess of 20 weeks in the 3 preceding years. Adjusted figures for Local Dev Householder Applications were 6.6 weeks for Q4 and 6.8 weeks for the year and

were comparable with last year's figure of 6.7, having improved from 7.7, 8.6 and 10.1 weeks in prior years.

- (e) Pupil attainment for academic 2016/17 is very positive, with pass rates in Scottish Borders higher than Scottish averages at all levels. S5 saw a 1.4 percent increase of pupils gaining five or more Highers. This represents SBC's highest performance ever, with 215 pupils achieving five or more Highers compared to 197 last year.
- (f) Exclusions from schools in Q1 2017/18 were at the lowest levels seen since Q1 in 2016/17 and have reduced over the longer term, significantly since 2013/14. 42 pupils were excluded the majority of which were single incidents, with few repeat exclusions (more than once in a 3 month period).
- (g) The percentage of clients using Self Directed Support (SDS) has risen to 66.0% in Q1, which compares favourably to 59.0% in the previous quarter and 31.2% in Q1 2016/17.
- (h) The percentage of new Social Work service users receiving a service within 6 weeks of assessment has been 100% for 2 quarters in a row, above the target of 95%.
- (i) The disposal of the Former Halyrude Primary School, Peebles contributed to Capital Receipts in Q1 of £231.6k.
- (j) Electricity and gas costs and consumption have both reduced since the same time last year. However this year the weather has been warmer which will account for some of this change
- (k) 88.6% of Complaints in Q1 at Stage One were closed within the 5 working day target, up from 84.3% in Q4 and higher than 86.2% in Q1 2016/17

5.2 Performance measures – summary of challenges

- (a) The number of invoices paid by SBC within 30 days of receiving the invoice has declined following the introduction of Business World. Work has been ongoing to resolve issues however the delay in some issues being fixed caused a backlog in invoices needing processed. 79% were paid within 30 days compared to 94% for the same period last year
- (b) The number of incidents of domestic abuse reported has increased by 59 in the first quarter of 2017/18 when compared to the same period in 2016/17, and equates to a 32.7% increase. The "Pathway Project" has now secured the required funding to maintain vital services such as the Domestic Abuse Advocacy Support (DAAS) and the Domestic Abuse Community Support (DACs) services, and to develop a court advocacy service for Scottish Borders
- (c) There has been a 32.7% increase in (Group 1-5) recorded crimes in quarter 1 of 2017/18 when compared to the same time period in 2016/17. This equates to 237 additional victims
- (d) Although unvetted figures for the numbers killed or seriously injured are showing a downward trend, unfortunately there was 1 fatality and 7 serious casualties on Borders roads during the first quarter of 2017. SBC's focus, with partners, is on education, enforcement, engineering as well as encouragement (working with users and user

groups to change behaviours) and evaluation (effectiveness of interventions and initiatives);

- (e) In Q1, 57.5% of Complaints at Stage Two were closed within the target of 20 days, 31.8% fewer than in the same period last year. The low volume of complaints handled at stage two results in large percentage swings in performance when a small number of complaints are not handled within timescales. In Quarter 1 there were a number of complex complaints that breached standard timescales at stage 2. Where an extended period was required this was agreed with the complainant.

- 5.3 The information provided in **Appendix 1** can also 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, financial performance for 2016/17*, and **Appendix 3** presents case studies demonstrating impact of the Trust's work over the last year under each of the 6 outcomes defined within the Service Provision Agreement between SBC and Live Borders (*note, there is a quarter lag in reporting due to Live Borders Board timings).
- 6.3 While sports participation was positive for Q4, this is due largely to the timing of recording Active Schools' data, and overall, the annual performance is below the previous year. This can be attributed to sport hall and pitch usage. Admissions to pools and other facilities were similar to 2015/16, as were the number of culture visits. Web visits are up substantially for the integrated trust, but in line with national trends, the number of active library users is down over the longer term.
- 6.4 Live Borders financial performance returned a surplus of £39k in 2016/17, £3k behind the budget target. Quarter 4 performance did not reach forecast but returned some encouraging performances, particularly in sport compared to the first 3 quarters. However overall, sports income has been a challenge during 2016/17.
- 6.5 Live Borders Complaints Handling Procedure is now aligned with SBC's and reporting in line with the requirements of the Scottish Public Sector Ombudsman (SPSO). Q3 and Q4 complaints information is also included in Appendix 2.
- 6.6 In addition to the performance information, Live Borders is asked each year to present a range of case studies under each of the 6 outcomes defined with the Service Provision Agreement (contract). **Appendix 3** presents a range of stories and photos that go some way to demonstrating the

valuable work that Live Borders is doing to contribute to the quality of life of individuals and communities across the Scottish Borders. Examples include work with NHS Borders Health Improvement Team to offer a supported programme of physical activity at Live Borders sports facilities, and advice for diabetes sufferers.

- 6.7 In line with SBC's duty to make performance information publicly available, Appendices 2 and 3 are available on SBC's [website](#).

7 IMPLICATIONS

7.1 Financial

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

7.2 Risk and Mitigations

- (a) 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.
- (b) Minor improvements were agreed with the Corporate Performance team during recent Internal Audit assurance work on Performance Management Corporate PIs which will enhance quality assurance and service area validation of the data. Findings were presented to the Council's Audit and Risk Committee on 28 March 2017.

7.3 Equalities

- (a) As part of SBC's Equality Duty, SBC produces an Equalities Mainstreaming report that contains 8 outcomes and performance indicators that sit separate to this performance report.
- (b) Officers have reviewed SBC's Equality Mainstreaming report 2013-17, and refreshed the document for the next 4 year period. As part of this review, the 8 existing equality outcomes, and the performance indicators that sit under them were reviewed, and considered to be still relevant (Consultation findings can be found [here](#))
- (c) However, the Performance Indicators relating to the 8 Outcomes going forward are to be revisited and agreed with SBC service areas, so that the impact of actions, targeted at mainstreaming equalities, can be more effectively assessed.

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 Service Director HR and the Clerk to the Council have been consulted and their comments incorporated into this report.
- 8.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Tracey Logan
Chief Executive

Signature

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Background Papers:

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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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