
QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 2, 2017/18)

**Report by Chief Executive
EXECUTIVE COMMITTEE**

21 November 2017

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of Scottish Borders Council (SBC) quarterly performance information for Members, with details contained within Appendix 1.**
- 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".

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 summarised in Section 5, and detailed within Appendix 1, 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;
 - off target & not as forecast, and showing a longer term negative trend;
 - 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**
- A breakdown of pupil attainment by subject compared nationally is not yet available to report under this priority. However, performance in relation to Physical Education has been included, as well as performance information on exclusions and attendance;
- (c) **Priority 3: Care, Support and Protection**
- After discussion with the Chief Social Work Officer, it is recommended that the Adult Protection measure "number of case conferences held" be removed, as this is of an operational nature and does not give an indication as to the effectiveness of the service nor the outcome, as adult protection conferences can be held for a variety of reason, with a variety of outcomes (numbers will however, continue to be monitored within services). The two remaining measures ("number of concerns raised", and "number of investigations carried out" will continue to provided Elected Members with a

- sense of the scale of interventions required by SBC;
 - As discussed and minuted at 5 September's performance-themed Executive Committee, an item on partnership working in respect of community safety will be included at the Executive Committee on 21 November. A short presentation will be made, followed by a discussion on more appropriate PIs in relation to Safer Communities and the work that SBC can directly influence;
- (d) **Priority 4: Communities and Voluntary Sector**
- No change to indicators;
- (e) **Priority 5: Environment**
- Road Safety data is normally provided by Police Scotland on a "Vetted" basis (i.e. figures that have been finally confirmed by Police Scotland). Similar to Q1, this data has not yet been made available to SBC and therefore the numbers quoted are on an "Unvetted" basis, and could be subject to change;
- (f) **Priority 6: Workforce**
- Reporting on absence from Business World is being further developed and tested, and regular reporting will recommence shortly. This remains, along with invoice payment, a key area of focus for SBC at this time;
- (g) **Priority 7: Assets and Resource**
- Previously, 3 indicators were included in relation to SBC's Capital Programme (with approx. 100 projects being rated Red, Amber or Green depending on overall progress (note that this included some very small, low value projects as well as very large, high profile projects, with no differentiation made). After discussions between SBC's Leader and the Service Director Asset and Infrastructure, it is proposed that only the top 20 projects (based on value as well as economic, social and reputational significance) are included in this report (details of the whole capital programme will continue to be presented within Finance reports);
- (h) **Priority 8: Service Accessibility and Excellence**
- Complaint numbers have not yet been aggregated to include those from Social Work and other SBC services. Until this aggregation takes place, Social Work complaint numbers will continue to be displayed separately;
 - Details of complaint numbers by locality and by reason have now been included and will be further developed over the next quarter.
- 4.2 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.
- 4.3 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) 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.
- (b) 2 loans (from 4 applications) were approved in this Quarter from the Scottish Borders Business Loan Fund, which is marketed and aimed at businesses whose projects would not meet the criteria for the Business Loans Scotland scheme. The aggregate value was £40k, assisting businesses in the textiles and retail sectors.
- (c) 7 grants were awarded (from 7 applications) under the Scottish Borders Business Fund, totalling £20.4k and are expected to create leverage of £21.1k in private sector project spend. It is predicted that 12 jobs have been created, 20 jobs safeguarded and sectors supported were textiles, construction, manufacturing, food and drink, and tourism. Grant awarded decreased in Q2 compared to Q1 as there is a smaller pipeline than that prevalent at the beginning of the financial year.
- (d) Q2 has seen a lower number of pupils excluded from school in comparison to the same period last year (49 compared with 64 in 2016/17). Q2 is the start of the new Academic year and has seen the second lowest level of exclusion for the same period over the past 5 years.
- (e) The % of adults who are now directing their own care and support has increased in Q2 to 70.9%, which equates to 1591 adults now using this approach. This compares to 41% in Q2 2016/17. We continue to strive to meet our ambitious targets and meet the goal of all clients using the Self Directed Support (SDS) approach by the end of 2018.
- (f) The percentage of new Social Work service users receiving a service within 6 weeks of assessment was 98% in Q2 (60 out of 61), remaining above our target of 95%.
- (g) We continue to ensure the majority of Looked After Children are placed within a family setting. In Q2, 85% were in family-based placements (approx. 200 out of the 235 Looked After Children).
- (h) Our total energy consumption this *year to date* is 7% less than the same period last year (from 6.45m kWh in 16/17 to 6.0m kWh this year) with an associated cost reduction of 3% (£485k to £471k) (based on 26 key sites which are monitored ½ hourly).
- (i) In Q2, 88.7% of Complaints dealt with at Stage One were closed within the 5 working day target, in line with 88.6% last quarter and 1% improved over the same period last year. At Stage Two, performance has improved significantly over the previous quarter with 80.5% closed within 20 working days, up from 57.5% last quarter.

5.2 Performance measures – summary of challenges

- (a) Of the 22,536 invoices processed by SBC in Q2, the % paid within 30

days of receiving the invoice has risen 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. Ordering and invoice payment remains 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. (It should also be noted that the volume of invoices processed in total increased over the period and 97% of payments were made electronically).

- (b) Reported incidents of domestic abuse to the end of Q2 of 2017/18 have risen by 102 when compared to the same period in 2016/17, equating to a 20.1% increase. Actions include provision of the Safe Housing Options service, the Domestic Abuse Advocacy Outreach service, recruitment to the Court Advocacy Service, recruitment of a Community Engagement Officer and CEDAR Participation worker. SBC has also agreed a workplace policy to support employees who may be experiencing domestic abuse.
- (c) Unvetted (i.e. figures that have not been finally confirmed by Police Scotland). Figures show that unfortunately 2 people were killed and 13 people were seriously injured on Border Roads in Q2 2017. This remains a focus for SBC's Safer Communities and Roads teams.
- (d) The number of complaints closed in the quarter (excluding invalid and Social Work) has increased by 40 over the previous quarter (and is 36 higher than at the same time last year). This increase can be attributed to an incident in August relating to school transport provision at the start of the new academic year, which caused a number of parents to complain. The incident was resolved quickly by the service and procedures have been reviewed, ensuring that it was just a singular incident. (Note: a breakdown of Complaint figures shows a fairly even spread across Localities with "Failure to Deliver Service" making up 48% of the overall Complaint numbers. Detailed analysis is provided to all service areas monthly and used to drive improvements.

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 IMPLICATIONS

6.1 Financial

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

6.2 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.

6.3 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.

6.4 Acting Sustainably

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

6.5 Carbon Management

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

6.6 Rural Proofing

Not applicable.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made.

7 CONSULTATION

- 7.1 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.
- 7.2 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:

Previous Minute Reference: Executive Committee, 5 September 2017

Executive Committee - 21 November 2017

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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