
QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 3, 2017/18)

**Report by Chief Executive
EXECUTIVE COMMITTEE**

13 February 2018

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 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** of this report present summaries of performance during 2017/18 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 and 2 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**
- Adjusted Q2 figures for Average Time to Process Planning Applications (Major, Householder, Non Householder) are not yet available from Scottish Government. In the meantime we have shown “Unadjusted” figures but it should be noted that if times have been affected by issues out with SBC’s control, Scottish Government will make an adjustment accordingly;
- (b) **Priority 2: Attainment and Achievement**
- No change to indicators;
- (c) **Priority 3: Care, Support and Protection**
- The objective around the “Number of Reported Incidents of Domestic Abuse Incidents” has been updated “maximise reporting of” rather than to “minimise incidents of”.
 - Following the last Executive Committee where Elected Members considered performance in November 2017 and a presentation from Safer Communities manager was given, additional indicators have been added around Anti-Social Behaviour and Domestic Abuse. The following have been added:
 - Number of ASB Incidents (cumulative)
 - Number of ASB Early Interventions

- Number monitored for ASB
- Number of referrals to mediation
- % of mediation referrals showing improvement
- The following indicators are currently under development and will be added once information is available:
 - Number of Repeat Victims of Domestic Abuse
 - Number of referrals to Domestic Abuse Support Services
- (d) **Priority 4: Communities and Voluntary Sector**
 - No change to indicators;
- (e) **Priority 5: Environment**
 - The indicators have not changed however in the case of Road Casualty numbers, "Vetted" figures from Police Scotland are not yet available hence "Unvetted" figures have been used in this instance;
- (f) **Priority 6: Workforce**
 - The implementation of Business World is still affecting SBC's ability to robustly report under this corporate priority;
 - 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 ;
- (h) **Priority 8: Service Accessibility and Excellence**
 - No change to indicators;
- 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) At the end of December 2017, there were 250 young people (18-24 Year olds) claiming out of work benefits, 15 lower than the end of the last quarter, 25 lower than the same time last year and, at 3.2%, was slightly lower than the Scottish rate of 3.23%.
- (b) A total of 54 new business start-ups have been assisted through Business Gateway in this period, in line with expectations. There was no slow down prior to the Christmas holiday period and targets were achieved. A very successful business conference was held in October, which 122 businesses attended. 371 businesses were supported in the quarter, the highest level since Q3 2016/17.

- (c) There were 7 grants awarded under the Scottish Borders Business Fund (from 11 applications) with a total value of £18.4k. The amount of grant awarded in this Quarter is expected to create leverage of £22.9k in private sector project spend, 10.5FTE jobs are predicted to be created and 8 jobs safeguarded.
- (d) The percentage of clients using Self Directed Support (SDS) has risen to 74.1% in Q3, up from 70.9% in the previous quarter and 50.0% in Q3 2016/17. However, the target has increased to 90% in line with a Government directive and will increase further to 100% in Q4.
- (e) The percentage of new Social Work service users receiving a service within 6 weeks of assessment was 97% and continues to be above the target of 95%.
- (f) There are now 52 employment related opportunities being provided by SBC through the Work Opportunities Scheme policy. Of these, 41 are Modern Apprenticeships.
- (g) Figures for our electricity and gas costs and consumption (across 26 sites where monitoring takes place) show that our total energy consumption this year to date is 4% less than our energy consumption for the same period last year with an associated cost reduction of 5%.
- (h) 18 of our top 21 major projects were assessed as "Green" in terms of overall progress, as at December-17. 3 projects were assessed as "Amber" (Hawick Flood Protection Scheme, Wilton Lodge Park, Union Chain Bridge).

5.2 Performance measures – summary of challenges

- (a) There were no loans awarded in Q3 2017/18 under the Scottish Borders Business Loan Fund. There was one application, which has been deferred for more information. The Advisers focus on loan funding is on Business Loans Scotland, the national loan scheme which attracts European funding and which each region is targeted on. Applications are taken on a reactionary basis but are still discussed with clients and this is viewed as an important product by the advisers.
- (b) During Q3 of 2017/18, an *average* of 84% of invoices were paid within 30 days, and by the end of that quarter, SBC had actually reached 86%, demonstrating a positive trend. Of the 22,710 invoices processed by SBC in Q3 2017/18, 98% were made electronically.
- (c) The number of incidents of domestic abuse reported has increased by 162 in the first three quarters of 2017/18 when compared to the same period in 2016/17, and equates to a 22.2% increase. The Pathway Project and its partner agencies are now able to offer a range of courses to frontline practitioners on domestic abuse.
- (d) There has been a 20.4% increase in (Group 1-5) recorded crimes in 2017/18 when compared to the same time period in 2016/17. This equates to 465 additional victims
- (e) Un-vetted figures for the numbers killed or seriously injured show that unfortunately there were 2 fatalities and 14 serious casualties on Borders roads during the third 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);

- (f) In Q3 2017/18, 70% of Complaints at Stage Two were closed within the target of 20 days, compared to 80.5% in Q2 2017/18. The low number of complaints handled at Stage 2 can result in significant fluctuations in the performance when just a few complaints are not handled within timescales. 84.8% of complaints at Stage One were closed within the target of 5 days compared to 88.7% in Q2 2017/18.

- 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, and financial performance for Q1 and Q2 2017/18.
- 6.3 Sports participation was positive during Q1 and Q2, with increased participation compared to the same time last year and a continued strong membership position has driven additional footfall. Pool admissions are slightly ahead of the same time last year and are benefiting from strong "learn to swim" membership. Admissions to facilities other than pools are slightly lower than the same time last year. There has been little change quarter to quarter in terms of visits to libraries, museums, and galleries, but the number of active library users is lower than at the same time last year.
- 6.4 Live Borders financial performance was ahead of budgeted and a surplus of £1k was returned, £6k ahead of the target.
- 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). Q1 and Q2 complaints information is also included in Appendix 2 (there were 41 and 34 complaints received in Q1 and Q2 respectively).
- 6.6 Live Borders first survey to capture customer satisfaction, using the "Net Promoter Score" (NPS) was conducted in October 2017 with over 1,000 responses. NPS is an index ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging customers' overall satisfaction with a company's product or service and customers' loyalty to the brand. Across the business, and on an index of -100 to +100, Live Borders scored

an average of +42. This is a very positive starting position and Live Borders is now using the feedback from customers to look at areas they can improve the customer journey.

- 6.7 In line with SBC's duty to make performance information publicly available, Appendix 2 is 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

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. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

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

Author(s)

Name	Designation and Contact Number
Sarah Watters	Policy, Performance and Planning Tel: 01835 826542

Background Papers:

Previous Minute Reference: 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.

Contact Sarah Watters, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 826542, swatters@scotborders.gov.uk