
CORPORATE PERFORMANCE REPORT 2017/18 ANNUAL SUMMARY (AND DATA FOR QUARTER 4)

Report by Chief Executive

EXECUTIVE COMMITTEE

19 June 2018

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high level summary of Scottish Borders Council's 2017/18 performance information for Elected Members, with more detail contained within Appendix 1. Appendix 2 presents the performance information on a quarterly basis, with more detailed commentary about 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. Given that SBC approved a new corporate plan in February 2018, this will be the last performance report in this format, and a revised performance management framework is currently being developed, including reporting at local level where possible.
- 1.3 A summary of any additions or changes made to SBC performance indicators is provided at Section 5 of this report, followed by a high level summary of performance in Section 6. The appendices provide an annual overview of performance (Appendix 1) and more detail of each performance indicator on a quarterly basis (Appendix 2).
- 1.4 During 2017/18, SBC has made some significant progress, despite the ongoing challenging economic climate. Business Gateway continues to perform well, affordable housing targets were exceeded, secondary school exclusions are significantly lower than last year and the rate of council tax collection remains high (and amongst the best in Scotland). Through monitoring performance information regularly, known areas of challenge remain a priority.
- 1.5 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".
- 1.6 The annual performance information at Appendix 1 will be used within the management commentary section of SBC's Draft Statement of Accounts,

submitted to Audit Scotland each year, as well as for any other annual performance reporting requirements.

2 STATUS OF REPORT

2.1 n/a

3 RECOMMENDATIONS

3.1 **I recommend that the Executive Committee:-**

- (a) Notes any changes to performance indicators outlined in Section 5 of this report;**
- (b) Notes that this will be the last report in this format, and that a revised Performance Management Framework is being developed;**
- (c) Acknowledges and notes the performance summarised in Section 6, and detailed within Appendices 1 and 2 and the action that is being taken within services to improve or maintain performance.**

4 BACKGROUND TO SBC PERFORMANCE REPORTING

- 4.1 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.
- 4.2 In February 2018, a new Corporate Plan (2018-23) was approved, based around 4 Corporate themes. From 2018/19, quarterly and annual Performance Reports are intended to be based around these 4 new Corporate themes:
- Our Services For You
 - Independent, Achieving People
 - A Thriving Economy, With Opportunities For Everyone
 - Empowered, Vibrant Communities
- 4.3 In order to ensure that corporate priorities or themes are addressed effectively, a Performance Management Framework (PMF) is required, covering the performance reporting arrangements for both the Council and for work with Community Planning partners.
- 4.4 The two appendices attached use the reporting format agreed in the current PMF. However, in order to reflect the new Corporate Plan (2018-23) referred to above, it is intended to present a revised draft PMF to Council in August 2018, recommending changes for 2018/19 and beyond, with the intention of then reporting to Executive Committee from September 2018 onwards, on a quarterly basis. These changes will include a move towards reporting at a local level where possible and from September, will include reporting on the impact of the SBC resources invested in the Community Action Team (CAT), in partnership with Police Scotland.
- 4.5 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.
- 4.6 Appendix 2 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.

5 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

5.1 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. As this is also the annual report for 2017/18, there are a few performance indicators included under various corporate priorities, where data is updated on a less frequent basis, also outlined below:

(a) **Priority 1: Economy**

- The Scottish Government has now published "Adjusted" Planning processing time information for Q1-3. Figures have been updated to reflect this;
- The indicator for Number of Affordable Homes delivered during 2017/18 has been added. This is updated annually;

(b) **Priority 2: Attainment and Achievement**

- The appendices feature the annual Participation Measure which covers those aged 16 to 19 (not just school leavers). The Participation Measure quantifies those in education, employment or training (and now replaces the Positive Destinations measure previously used);

(c) **Priority 3: Care, Support and Protection**

- Appendix 2 contains the indicator for Children looked after as a % of 0-17 year old population updated for 2016/17;
- A new indicator has been added to Appendix 2, showing the Number of Referrals To Domestic Abuse Services;

(d) **Priority 4: Communities and Voluntary Sector**

- The indicator for National Lottery Awards has been added to Appendix 2. This is a twice yearly update;

(e) **Priority 5: Environment**

- Waste indicators – data for the quarters ending March, June and September 2017 has been revised following receipt of updated information from third party recycling contractors and Community Recycling Centres;
- Road casualty figures are presented on an "Un-vetted basis" as "Vetted" information has not yet been received from Police Scotland;
- The annual Roads Maintenance indicator has been included in Appendix 2– "What condition are our roads in? (% of roads requiring maintenance)";

(f) **Priority 6: Workforce**

- No change to indicators;

(g) **Priority 7: Assets and Resources**

- The basis of calculation for "Council Tax Collection" has been changed to "Line by Line" which is considered more accurate;
- Community Benefits indicators have been added to Appendix 2. These are updated twice yearly;

(h) **Priority 8: Service Accessibility and Excellence**

- No change to indicators;

- 5.2 New PIs are and will be developed on an ongoing basis to align with SBC's current and future corporate priorities/themes, and either be added to or replace existing indicators, so that progress can continue to be monitored effectively.
- 5.3 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.

6 **CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES**

6.1 **Performance measures – summary of key successes**

- (a) The number of people in work at the end of Q3 in the Scottish Borders (SB) is now 53,500 (74.5%). This rate remains higher than the Scottish rate of 74.3%, and above the rate last year at the same time, when it was 74%;
- (b) The average rate of people aged 16-64 claiming out of work benefits, at 1.62% (1,150 people) in Q4, is also favourable to the Scottish rate of 2.5% and 1.8% for SB in Q4 2016/17. In the 18-24 age group, the average claimant count was 3.43% in Q4 against a Scottish rate of 3.5% and 3.7% for SB in Q4 2016/17;
- (c) Business Gateway start-up Advisers assisted a total of 63 start-up businesses in the fourth quarter of 2017/18. 224 start-ups were assisted in the year, only slightly down from 231 in 2016/17. 1,324 businesses were supported in 2017/18, an increase of 22% since last year (1,085 assisted in 2016/17);
- (d) In 2017/18, a total of 145 affordable homes were delivered, 17 more than the target of 128;
- (e) There has been a 23% reduction (166 vs 215 last year) in the number of Secondary school exclusions this (financial) year;
- (f) The 2017 Annual Participation Measure shows that 92.5% of 16-19 year olds in Scottish Borders were participating in education, training or employment compared to 91.1% nationally, and 91.4% in 2016;
- (g) The % of adults over 65 receiving care at home to sustain an independent quality of life has remained consistently above the target and around 76-77% for the past 8 quarters;
- (h) The % of adults who are now directing their own care and support has increased to 77.6% in Q4 2017/18, up from 59% in Q4 2016/17;

- (i) The new "Localities Bid Fund" was launched in October 2017. With over £200k available to projects in round 1 across the Scottish Borders, over 130 applications were received. A public vote was held in February 2018 with 61 projects receiving over 36,000 votes in aggregate, resulting in 18 awards being made, totalling £203,759;
- (j) 30 Modern Apprentices (MAs) were employed by SBC, as of the end of March 2018. A recent analysis of the 94 MAs employed since 2014 shows that many have achieved positive outcomes and gone on to secure employment with SBC or other employers, and a number had progressed to University or College places;
- (k) Council tax collection by the end of 2017/18 sat at 96.81%, slightly higher than in 2016/17. Benchmarking against all Scottish Local Authorities last year showed SBC as having one the highest rates in Scotland;
- (l) SBC Social Media posts are proving to be an increasingly important means of engagement with the public. During the inclement weather in Q4, SBC Facebook and Twitter pages saw a very significant increase in those "engaging". There were 368,236 Facebook engagements in the year with followers rising to 19,642 in Q4. Twitter engagements totalled 120,805 in the year and followers reached 11,804 in Q4.

6.2 Performance measures – summary of challenges

- (a) Following the introduction of Business World, there was an expected reduction in the % of invoices being paid within 30 days during 2017/18. Although the annual average is 78%, this indicator has started to recover to around 88% in recent months;
- (b) The % of new Social Work service users receiving a service within 6 weeks of assessment has reduced to 93% in Q4 (from 100% in Q4 2016/17). The majority of clients exceeding the 6 week delivery time are clients with complex needs and this increased delivery time is due to the need for multiple levels of service support;
- (c) The % of Looked After Children (aged 12+) in family-based placements (rather than residential placements) has reduced to 71% in Q4 2017/18. The placement of children above the age of 12 in a family setting remains challenging. We continue to focus on the promotion of foster care and kinship care specifically for the teenage age group;
- (d) There has been a 13% increase in recorded crime and offence, with 3448 group 1-5 crimes and offences recorded during 2017/18. SBC is investing £282k during 2018/19 in a Community Action Team (CAT), working closely with Police Scotland to respond to local issues and concerns. Already in the first two months of 2018/19, the CAT has:
 - issued 175 parking tickets in various towns
 - carried out 35 hours of High Visibility foot patrols
 - carried out 21 positive street searches under the Misuse of Drugs Act
 - carried out 35 static road checks and provided education and

advice to motorists

- provided a mix of High Visibility and plain clothes patrols at local events such as Melrose and Jedburgh 7s.

The impact of CAT activity will be reported to Executive Committee from September onwards, at locality level;

- (e) The % of roads requiring maintenance continues to rise and stands at 48.5% for 2017/18. SBC is working to optimise planned and unplanned maintenance regimes, combined with a range of services improvements which will deliver efficiencies for any given spend;
- (f) Capital receipts from selling fixed assets (such as buildings) reduced by 73.5% (to £380.3k). Due to a number of factors out with SBC's control, completed sales in Q4 were not as high as anticipated;
- (g) The time to respond to complaints remains lower than target. In 2017/18, 86.4% of complaints at Stage 1 were closed within 5 working days (vs 85.8% in 2016/17), and 67.4% were closed within 20 days at Stage 2 (vs 76.6% in 2016/17). Stage 2 complaints tend to be complex, and low numbers can lead to large fluctuations in percentages. A full analysis of 2017/18 performance against timescales for complaints will be presented to Executive Committee in September, and will include benchmarking information. Total complaints closed was 691 for 2017/18, 10% higher than 627 for 2016/17, although not all of these are justified (details will be provided in the September report).

- 6.3 The information provided in Appendix 2 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.

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:
https://www.scotborders.gov.uk/info/20062/strategies_plans_and_policies/318/equality_and_diversity/3
- (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 significant effects on carbon emissions arising from the proposals contained in this report.

7.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

7.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

8 CONSULTATION

- 8.1 The Chief Financial Officer, the 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 have been incorporated into the final report.
- 8.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Name Tracey Logan
Title Chief Executive

Signature

Author(s)

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Background Papers:

Previous Minute Reference: Scottish Borders Council Executive Committee 14th February 2018

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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