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## **Quarterly Corporate Performance Report (Quarter 2, 2015/16)**

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### **Report by Chief Executive**

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### **Executive Committee**

**1 December 2015**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 **This report presents a summary of quarterly performance information for members, with details contained within Appendix 1. It also proposes an initial range of performance measures for Borders Sport and Leisure Trust at Appendix 2.**
- 1.2 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. 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.
- 1.3 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](http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council) and by clicking on "Scottish Borders Performs".
- 1.4 An initial range of performance measures has now been developed for Borders Sport and Leisure Trust (BSLT) (at Appendix 2) and will be used as the starting point for a Performance Management Framework for the new Integrated Culture and Sport Trust.

#### **2 RECOMMENDATIONS**

- 2.1 **I recommend that the Executive Committee:**
- (a) Notes the changes to performance indicators in Section 4 of this report;**
  - (b) Acknowledges and notes the performance presented within Appendix 1 and the action that is being taken within Services to improve or maintain performance;**
  - (c) Notes the initial BSLT performance measures and the development work that will now be done as part of the move to the new integrated Culture and Sport Trust.**

### 3 BACKGROUND

- 3.1 SBC approved a Corporate Plan in April 2013, with an update approved in October 2015. 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.
- 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.
- 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 PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve in line with the business planning process, and are being refined to reflect policy and service changes on an ongoing basis. Between the Executive Committees on 9<sup>th</sup> June and 18<sup>th</sup> August 2015, there was a number of new or improved performance measures created. However, this report only sees the addition of some attainment and volunteering measures.
- 4.2 After the last Executive Committee in August, a short survey was undertaken with Executive members to collect their views in relation to the way performance is reported.
- 4.3 The majority of members who responded are satisfied with the range of measures and the level of detail presented, and believe that the "infographic" presentation of information is useful. However, use of benchmarking was highlighted, as was being able to see evidence of how services, year on year, are improving.
- 4.4 To start addressing the points made by Members, and to ensure that performance reporting continues to develop, the following improvements have been made within Appendix 1:
  - (a) **Priority 1-** now that all local authorities submit their Planning Performance Frameworks to the Scottish Government, the Scottish averages for previous years have been added to the planning performance measures graphs. In addition to this, SBC's performance for previous years has also been added. As the figures presented are cumulative averages throughout the year, the Q4 figure in any year will be used as the benchmark for the following year. For example, average time taken to process Major Development applications improved to 22 weeks over the course of 2014/15, so this will be used as the SBC benchmark for 2015/16 (see Appendix 1, CP01-P54aP, page 5);
  - (b) **Priority 2-** this quarter, attainment data that was presented to the Executive Committee (Education) has been included;

- (c) **Priority 3-** for cumulative figures where it is important to understand how the Council is performing compared to the same time last year, a new chart format has been used. This has been used for Welfare Benefits and Crime performance indicators;
- (d) **Priority 4-** a wider range of information has now been included under this corporate priority. As well as a measure on the number of people volunteering for SBC within the technical detail of Appendix 1, a range of information at locality has been presented in "infographic" format including the number of people signed up to SB Alert, activities as part of the "Empowering Older People" project and % of people who say they volunteer (from the Scottish Borders Household Survey). A supplement on the Borders Railway Celebration Fund has also been provided this quarter, providing examples of funded projects within each locality;
- (e) **Priority 5-** the current Waste PIs, presented on a quarterly basis, use unverified data – yet to be submitted to SEPA. For this Executive report only, and annually thereafter, the annual verified data, released from Scottish Environment Protection Agency (SEPA), will also be presented. Both sets of data will also be benchmarked against Family Group and Scotland averages;
- (f) **Priority 6 –** no change to performance measures;
- (g) **Priority 7-** the new cumulative chart format has been used for council tax collection and energy consumption/cost performance measures (note that only electricity and gas figures, for the 26 half-hourly monitored properties, can be presented quarterly, other utilities can only be presented on an annual basis). At the August Executive Committee meeting, 3 new PIs were introduced in relation to the overall Capital Plan. The new Service Director would like to take the opportunity to review and refine these before the February 2016 Executive, to ensure that the measures more accurately reflect the different types of projects within the capital plan e.g. construction, infrastructure, ICT etc., as well as reflecting the stage at which various projects are at;
- (h) **Priority 8-** information has just been received from the SPSO on complaints handling (numbers, average times etc.) for all Scottish Local Authorities. This will allow benchmarking against Scottish averages and similar councils in future Executive Committee reports at the relevant time. Charts similar to those used for the planning measures will be developed.

## **5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES**

### **5.1 Performance measures – summary of key successes**

- (a) JSA claimant and Business Gateway figures continue to show a positive trend. In addition, occupancy rates in Council-owned industrial and commercial property remain high;
- (b) Average time taken to process planning applications is showing long term improvements for major developments, non-householder and householders;
- (c) Attendance and exclusions at both primary and secondary schools are showing very positive trends, as is attainment;
- (d) Social Work continues to exceed targets in relation to people receiving a service within 6 weeks of their assessment, as well as in

- relation to adults with self-directed support arrangements;
- (e) Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains ahead of target;
- (f) Reported incidents of Domestic Abuse and Crime rates are both lower than they were this time last year. Safer Communities team will now discuss and agree Domestic Abuse targets with Police Scotland (as trends across Lothian and Borders are also showing a decrease in reporting);
- (g) SBC's Community Grant scheme has seen an increase in demand in Q2, which may relate to changes to BIG Lottery's Awards for All processes, and has responded well to this external change (community project size appears to be increasing as communities become more ambitious, costs rise and other funders increase programme and award levels);
- (h) During Q2, 453 people volunteered for SBC, working a total of just over 2000 hours (equating to an economic benefit of £24k, based on average hourly wages);
- (i) SBC continues to repair, within 7 days, just under 99% of all street lighting faults reported, with the roll out of LED lamps reducing the number of faults;
- (j) The average time taken to respond to complaints is well below targets set (5 and 20 days depending on complaint type).

## 5.2 **Performance measures- summary of measures below target**

- (a) There were 500 fewer people in work during Q1 this year, compare to the end of 2014/15. However, Scottish Borders' rate is higher than Scotland and UK;
- (b) The number of business loans and grants awarded during Q2 are lower in number and value than Q1, and when compared to the same time last year. Both continue to be actively promoted through Business Gateway and all applications are robustly assessed;
- (c) Children (age 12+) accommodated within a family rather than residential setting continues to be lower than the ambitious target of 80%. Continued action is underway to increase the number of children in family-based placements, including the current foster carer recruitment campaign;
- (d) National Lottery funding is down in Q2, though is subject to fluctuating levels of community demand, and the speed of large project development progress. SBC is currently supporting a pipeline of developing projects;
- (e) With only a slight increase in people signing up to SB Alert since Q2, a breakdown has been provided by locality, and renewed promotion is being undertaken in preparation for winter;
- (f) Unfortunately, there were 3 fatalities on roads in the Scottish Borders during the first half of 2015, and SBC continues to work with Police Scotland and other partners;
- (g) As anticipated, there has been a decrease in the amount of waste recycled between 2013 and 2014 due to the removal of kerbside garden waste. However, since the removal of garden waste, quarterly rates have remained steady over the last few quarters. Ongoing promotion aims to encourage householders to split their waste and, in addition to a new recycling centre in Kelso, a number of

- improvement works are also taking place at other centres;
- (h) Partly as a result of an increased number of 12-monthly payers, Council Tax collection rates are lower than when compared to the same period in 2014. Steps will be taken over the coming months to target arrears and ensure collection rates are maximised;
  - (i) An increase in real terms in the unit price of electricity has seen costs increase over this period (despite a reduction in usage). An Energy Efficiency programme is underway, addressing energy usage across the whole SBC estate;
  - (j) % of FOIs dealt with within timescales has fallen slightly to 91% but is higher when compared to the same time last year. This is monitored weekly, with delays identified and addressed as quickly as possible.
- 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](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 fulfil its duty more effectively in relation to public performance reporting.

## **6 BORDERS SPORT AND LEISURE TRUST (BSLT) PERFORMANCE MANAGEMENT FRAMEWORK**

- 6.1 Since 2003, BSLT has been contracted to deliver sport and leisure services on SBC's behalf. As well as managing a range of pool and other sports facilities, the Trust is also responsible since July 2011 for the delivery of programmes within schools and the community. This full range of provision helps the Trust work towards the outcomes agreed with SBC which are to improve lives through physical activity and sport.
- 6.2 In June 2015, BSLT's Chief Executive and Chair presented a summary of the Trust's performance between 2012 and 2015 at Council, and presented a summary of their strategy for the coming years, with the key objective to achieve 1.3 million visits per year by 2019 (an increase of 20%). However, performance information has not previously been presented to Council or Executive Committee on a regular basis.
- 6.3 Since the Trust was established, SBC has monitored *financial* performance as well as annual *admissions* figures for pool and non-pool facilities, and this formed part of SBC's Statutory Performance Indicator return. However, in relation to SBC's public performance reporting duty, and in line with demonstrating Best Value, a wider selection of Key Performance Indicators have now been developed in conjunction with the Trust, based on their current strategy and business plan, and the reporting undertaken for their Board. These are presented in Appendix 2.
- 6.4 It is recognised that the measures presented in Appendix 2 do not cover all areas of BSLT provision but are a starting point for a wider piece of work around a Performance Management Framework that now needs to be developed for the Integrated Culture and Sport Trust. Council agreed in October 2015 that, prior to transfer of Culture to the new Integrated Trust, proposals for a new Performance Management Framework should be considered by Executive Committee in March 2016, and that performance reports then be presented 2-3 times per year.

- 6.5 Many of the measures within Appendix 2 will still be relevant e.g. cost per visit, energy consumption, customer satisfaction, number of volunteers, admissions, and will be used as the starting point. Any performance measures developed for the Integrated Trust must be clearly linked to the longer term outcomes that SBC wishes the trust to work towards and these outcomes will be key to agreeing appropriate short and longer term measures.

## **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 are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

### **7.3 Equalities**

- (a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.
- (b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services, and will be reported to Corporate Management Team in the coming months.
- (c) As the new Integrated Culture and Sport Trust performance management framework is developed, it will be necessary to ensure that there are appropriate performance measures developed so that the Trust is able to demonstrate that it is meeting the Equality duty. Data collection and analysis, for example around staff, members and service users, will allow the trust to make business decisions that further its promotion of the duty, and provide assurances to SBC that that the Trust is fulfilling the requirements of the Equality Act 2010 which is an integral component of SBC's legal duty.

### **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 Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

### Approved by

**Tracey Logan**  
**Chief Executive**

**Signature .....**

### Author(s)

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**Background Papers:** Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

**Previous Minute Reference:** Scottish Borders Council Executive, 18<sup>th</sup> August 2015

**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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