
**PERFORMANCE MANAGEMENT APPROACH FOR COMMUNITY PLANNING SOA
PRIORITIES**

Report by SBC Service Director, Strategy and Policy

Community Planning Strategic Board

11th September 2014

1 PURPOSE AND SUMMARY

- 1.1 **This short summary report and two appendices propose an approach to presenting performance management information and progress updates for the community planning partnership (CPP) in order to assess how effectively it is addressing its priorities. By using the “Grow our Economy” theme to test this approach, an update on the Scottish Borders Economic Strategy 2023 is also provided.**
- 1.2 Work has been undertaken to address performance management for the priorities of the CPP, one of 5 improvement areas identified by Audit Scotland last year.
- 1.3 Based on our Scottish Borders Single Outcome Agreement 2013, the “Grow our Economy” priority has been used to draft documents that address this improvement area and these are presented within Appendices 1 and 2 for consideration by the Board.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Strategic Board:**
- a) Reviews the documents presented at Appendices 1 and 2;**
 - b) Makes recommendations on any changes required, to inform future performance reporting for the CPP;**
 - c) Requires the Joint Delivery Team to use this information to inform the work being done on CPP “use of resources” (Audit Action Plan- see para 3.1) to ensure SOA priorities are being addressed effectively.**

3 BACKGROUND

- 3.1 The 2013 Audit of Community Planning in the Scottish Borders identified five distinct areas for improvement. These were:
- Strategic direction and leadership
 - Governance and accountability
 - Performance management
 - Use of resources
 - Community engagement
- 3.2 Within the area of Performance Management, Audit Scotland highlighted the need to develop a robust performance management framework to enable the CPP to evidence and monitor performance and outcomes, and to drive and demonstrate continuous improvement. Audit Scotland said that *“the Partnership needed to identify key priorities, develop sufficiently challenging targets and monitor their progress”*.
- 3.3 Through the Single Outcome Agreement agreed in September 2013, three key priorities were identified:
- Grow our Economy
 - Reducing Inequalities
 - Maximising the impact from the low carbon economy

This addressed the first part of Audit Scotland’s concerns (quoted in 3.2 above) but the need remained to more effectively present performance information on the progress being made towards addressing the priorities in the 2013 SOA.

4 PROGRESS TO DATE

- 4.1 The Chief Executive of NHS Borders was named as the Executive Sponsor for this work, to be assisted by officers from both SBC and NHS. The “Grow our Economy” priority has been used to explore the presentation of performance information and progress for the CPP. There were two primary reasons for this;
- the national Scottish Local Authorities Economic Development (SLAED) Managers’ group, supported by the Improvement Services, has developed an economic performance framework which provided an excellent starting point for the collation and presentation of robust and widely recognised economic performance measures. This allows consistency of reporting across local authority areas;
 - the CPP has recently approved an Economic Strategy and Action Plan (incorporating the SLAED framework) in order to set the direction of activity for the CPP. This strategy sets out the vision, strategic aims and objectives to ensure sustainable economic growth for the Scottish Borders, and the proposals in **Appendices 1 and 2** should allow the CPP to better monitor progress (at a previous meeting of the CPP Strategic Board, an Economic Strategy Action Plan update was presented but the Board felt that the information presented did not clearly link actions, objectives and outcomes).

- 4.2 **Appendix 1** firstly presents a two page visual summary of the SLAED performance measures that should allow the CPP to report more publicly on progress and follows a format used by SBC in the presentation of its public performance information. This is followed by a more detailed presentation of each performance measure including:
- a description of the measure (what is being measured and why it is important)
 - the trend over time and our target ambitions
 - the Scottish position for the measure
 - commentary on our performance
 - key actions.
- 4.3 The 10 SLAED measures have been supplemented by two additional measures in order to provide the Strategic Board with a better picture of the situation in the Borders;
- The *number of new businesses through Business Gateway* supplements the SLAED “new business start up rate per 10,000 working age population” measure. The Business Gateway measure can be updated quarterly and is directly affected by SBC activity, whereas the SLAED measure is only updated annually, and is affected by a number of external factors;
 - *% of 18-24 year olds claiming Job Seekers Allowance* supplements the SLAED “16-64 year old claimant rate” measure, and is included to highlight an issue which is particularly pertinent in the Borders, given that our rate of 18-24 yr old JSA claimants has been consistently higher than the Scottish rate for some time.
- 4.4 **Appendix 2** provides an update on the Economic Strategy Action Plan, using a revised format that links the Strategic Aims and Actions to performance measures more directly. Whilst this is not always a perfect fit, it should help the Board to see the causal relationship between activity e.g. *Develop Employability Support Pipeline*, and the measures used to assess impact e.g. *18-24 year old JSA claimants*. However, it should be noted that direct attribution is extremely difficult in this economic context and many external factors and CPP actions may or may not affect our wage levels, our GVA, and our employment rates etc. It is only when trends are monitored over time for the set of 12 measures that the Board will be able to see if progress is being made.
- 4.5 Against each of the Strategic Aims within the Economic Strategy Action Plan, a few additional local performance measures have been provided to give the Board a better feel for progress, where measures are available e.g. *Number of Scottish Enterprise account managed companies*.
- 4.6 It is hoped that these two documents provide the Board with the tools to examine, comment and question the effectiveness of CPP activity over the next few years in achieving the strategic aims within the Economic Strategy and ultimately growing the economy of the Scottish Borders, as stated in the SOA.

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