
Corporate Performance Report: Annual Summary (2015/16) and Quarter 4, 2015/16

Report by Chief Executive

Executive Committee

7 June 2016

1 PURPOSE AND SUMMARY

- 1.1 **This report presents a summary of 2015/16 performance for members, with details contained within Appendix 1. Appendix 2 provides quarterly performance information.**
- 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 in Section 5. Appendix 1 and 2 provide more detail for each Performance Indicator (PI).
- 1.3 All information contained within the 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 http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs".
- 1.4 The annual performance information will be used within the management commentary section of SBC's Draft Statement of Accounts, submitted to KMPG and Audit Scotland by 30 June 2016, and for any other annual performance reporting requirements.

2 RECOMMENDATIONS

- 2.1 **I recommend that the Executive Committee:**
 - (a) **Notes the changes to performance indicators outlined in Section 4 of this report as part of a continuous improvement agenda;**
 - (b) **Acknowledges and notes the performance information presented in Section 5 of this report, and within Appendices 1 and 2, and the action that is being taken within Services to improve or maintain performance.**

3 BACKGROUND

- 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, 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 priorities.
- 3.2 In order to ensure that the eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for work with Community Planning partners. Again, this PMF was update and approved by SBC in October 2015.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within the Appendices; a mixture of Performance Indicators (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. This has been presented *annually* at Appendix 1, and *quarterly* at Appendix 2.

4 CHANGES TO PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area continue to evolve, and be refined to reflect policy and service change. The changes to performance indicators since the Quarter 3 report (presented in February 2016) are outlined below:

- (a) **Priority 1-** with the introduction of "Universal Credit" (a single monthly payment for people in or out of work, which merges together some of the benefits and tax credits that you might be getting now) as part of welfare reforms, a new dataset has been produced by the Office for National Statistics (ONS) to track the headline level of unemployment, and has replaced the Job Seekers Allowance measures. The "**Claimant Count**" now includes both individuals who are claiming Jobseeker's Allowance (JSA) *and* those unemployed people claiming or transferring on to Universal Credit.

The annual **affordable housing completions** measure has been included, as the annual data has now been collated for Scottish Government.

- (b) **Priority 2-** the chart type used within Appendix 2 for both **school attendance** and **school exclusion** data has been changed to more clearly show the current quarters against the same quarter last year and the year before, more effectively highlighting long term improvement, as well as any seasonal factors/variations.

- (c) **Priority 3-**

Adults

With the ongoing integration of Health and Social Care, a revised measure (**% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home**) considers how we are managing to support elderly clients to remain within the community rather than move into residential care, and replaces the former *% Adults (65+) receiving long-term care and receive an intensive homecare service (10+ hours per week)*. The new measure reviews our ability to support clients to sustain an independent quality

primarily through home care as well as:

- Homecare service (irrespective of hours)
- Direct payment or SDS payment
- Living within an extra care housing facility (Dovecot)

The number of clients aged 65 or older supported within a community setting is then compared to those aged 65 or older in a residential setting (Care Home).

In addition to the rate per 1000 population, a new performance measure for Self Directed Support (SDS) looks at all **SBC clients who have a financial commitment and the % of these clients who are using SDS** (and by April 2017, this should be 100%).

Children

As well as looking at the balance of care for children aged 12+, an "**all ages**" measure has also been introduced, and helps to illustrate the ongoing challenge in placing older children in family settings. In addition, the number of Looked After Children has also been provided, as well the **% of looked after and accommodated children (as a % of the 0-17 year old population)**, compared nationally and to local authorities similar to SBC (in our "family group").

In order to provide Members with better information on child protection, and the work done to mitigate risk, two new measures have been introduced to replace the *% of referrals to the Children's Reporter via ICS compared to other agencies measure* (no longer reflective within the context of the new Children and Young People's Service). The new measures are:

- **Number of inter-agency referral discussions held**, which shows the level of early intervention and prevention partnership activity aimed at protecting our most vulnerable children;
- **Number of children currently on the Child Protection Register** which indicates the number of children who are the subject of an inter-agency Child Protection Plan, a decision taken due to sufficient professional concern about a child.

(d) **Priority 4-**

In addition to Lottery and Community Grant Scheme funding by locality, awards made from SBC's **Quality of Life Fund** and **Small Neighbourhood Small Schemes Fund** have been included within the infographic summary of Appendix 1, and will be included within quarterly reports going forward.

From next quarter, a measure around the new Scottish Landfill Communities Fund (SLCF) will be introduced into this report, although it should be noted that under the SLCF, it is now the "Approved Body" who deals with applications and the award of funds (as opposed to coming to SBC Executive Committee for decision making, as was the case under the previous Landfill Fund). Delays in setting up the new fund and associated processes have resulted in a backlog of applications for 2015/16. A budget of £215,842k has accrued and this is expected to be awarded to projects (by the Approved Body) in Q1 of 2016/17.

Data collection for the **number of people volunteering for SBC**

measure, introduced in Q2 of 2015/16, has not been accurate in previous quarters due to inconsistency of collection across services. Issues have now been rectified and Elected Members can be confident in the quarterly figures now presented in Appendix 2.

(e) **Priority 5**

The annual measure on **Road Condition** has been included under this priority, similar to June 2015 report, as the data has now been released nationally.

(f) **Priority 6** – no change to PIs.

(g) **Priority 7**- no change to PIs.

(h) **Priority 8**- no change to PIs.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 Performance measures – summary of key successes

- (a) The Claimant Count in Borders remains lower than the national rate, and is slightly lower than it was at the end of March 2015 (although rates for 18-24yr olds were slightly higher than Scottish averages at end March);
- (b) Business Gateway IT issues were resolved in Q4 and numbers of start-ups and business assists for the year are up slightly from 14/15;
- (c) The number of planning applications is up slightly for the whole year and importantly, average time taken to process applications is showing long term improvements (although non-householder times are still higher than Scottish averages);
- (d) 220 new affordable houses were delivered during 15/16;
- (e) Attendance at both primary and secondary schools exceeds the national averages (for 14/15);
- (f) Longer term trends in number of pupils excluded are extremely positive and well below last year;
- (g) The number of clients age 65 or older supported within a community setting compared to those in a residential setting is showing a positive trend, demonstrating our ability to support clients' independence ;
- (h) The % of adults who are now directing their own care and support has increased since last year (and significantly since Q3, 15/16);
- (i) We continued to ensure the majority of children (all ages) who are looked after are provided a family-based placement rather than residential placement and ongoing recruitment campaigns have led to a 33% increase in foster carers during 2015/16. However, placing children over 12 years old still remains more challenging;
- (j) SBC's Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains significantly ahead of the same time last year;
- (k) Recorded Crime rates are 8% lower than they were this time last year;

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

- (a) There were fewer people in employment as of end March 2016 (76.2%), when compared to March 2015 (78.3%). However, Scottish Borders' rate is higher than Scotland and UK which is positive;
- (b) The average % of invoice paid within 30 days during 2015/16 was 92%. Service resource challenges have now been resolved and it is expected that performance will improve during 2016/17, reaching the target of 95%;
- (c) The number of Looked after children, and the proportion as a % of the 0-17 year old population, are higher than they were this time last year, but lower when compared nationally and to our "family group" (other Local Authorities similar to us);
- (d) The number of interagency discussions held, concerning the safety of a child, is also higher than last year and indicates a significant focus on reducing risk, but a workload increase for staff in the field of Child Protection assessments;
- (e) Unfortunately, the number of people seriously injured on Borders roads during 2015 (calendar year reporting) was 62, compared to 61 in 2014, and is above the national reduction target of 54;
- (f) 46.3% of our roads should now be considered for maintenance (Scottish average = 37%). Additional annual expenditure was approved last year and will go some way to reduce the rate of decline, and a review of SBC Roads Service is currently underway;
- (g) 1147 FOI requests were received during 2015/16, up from 1100 last year (Q4 of 15/16 included more than 30 requests from the Scottish Parliament Research unit and MSPs). 88% were completed on time, much improved from 77% in 14/15, but lower than where SBC want to be. The Information Team continues to work closely with services to ensure timely returns of information relating to FOIs.

5.3 **Appendix 1** provides an *annual* summary of performance and shows areas of improvement since 2014/15. Within this, and based on feedback from Elected Members, changes have been made to the "infographic" presentation, showing more clearly the difference between:

- PIs that SBC has direct influence over, for example PIs that measure performance within services such as % of FOIs dealt with on time;
- PIs that are provided for context and that SBC only has limited influence over e.g. Claimant Count or Employment Rate.

This new way of presenting the information, using revised infographics, will be used as the basis for the future quarterly presentation of data.

5.4 **Appendix 2**, as in previous quarters, provides detail for every PI, for both Elected Members and for members of the public. This information 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 fulfil its duty more effectively in relation to

public performance reporting.

- 5.5 To ensure consistency of reporting, the Corporate Performance team are working closely with colleagues in Finance to ensure that the information within this annual performance summary is integrated into the management commentary in the Council's Annual Statement of Accounts, which is submitted to both KPMG and Audit Scotland in June each year. This annual performance information can also be used for any other annual reporting requirements.

6 IMPLICATIONS

6.1 Financial

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

6.2 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.

6.3 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.

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 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 incorporated into this 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 Committee, 16 February 2016

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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