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## **CORPORATE PERFORMANCE REPORT: 2016/17 ANNUAL SUMMARY (AND DATA FOR QUARTER 4)**

**Report by Chief Executive**

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### **EXECUTIVE COMMITTEE**

**20 June 2017**

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

- 1.1 **This report presents a high level summary of 2016/17 performance information for Elected Members, with more detail contained within Appendix 1. Appendix 2 presents the performance information on a quarterly basis, with 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.
- 1.3 A summary of any changes made to performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. The appendices provide 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](http://www.scotborders.gov.uk/performance) and by clicking on "Scottish Borders Performs".
- 1.5 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 by 30 June 2017, as well as for any other annual performance reporting requirements.

#### **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 Section 5 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) are presented within the Appendices, some which SBC has direct control over and some which are for context only. **Appendix 1** uses a summary "infographic" format to present an annual summary of performance for each of SBC's Corporate Priorities, using a mixture of performance indicators, case studies, and national comparisons where available.
- 3.4 **Appendix 2** provides more detail for each of the performance indicators, providing quarterly performance information where available 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 watched;
  - 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. There have been no changes to the *quarterly* performance indicators since Q3 (2016/17), presented to Executive Committee in February 2017.
- 4.2 However, as this is also the annual report for 2016/17, there are a few performance indicators included under various corporate priorities, where data is only updated on an annual basis. These are outlined below:
- (a) **Priority 1: Economy**
- Number of affordable homes delivered during 2016/17;
- (b) **Priority 2: Attainment and Achievement**
- The proportion of school leavers in an initial positive destination has just been published by Scottish Government for those who left school in June 2016;
  - The "infographic" also features a new *Participation Measure* which covers those aged 16 to 19 (not just school leavers). The Participation Measure identifies those in education, employment or training;
- (c) **Priority 3: Care, Support and Protection**
- Children looked after as a % of 0-17 year old population has been presented for context;

- (d) **Priority 4: Communities and Voluntary Sector**  
No annual measures;
  - (e) **Priority 5: Environment**
    - % Road network assessed as requiring maintenance has been included, as 2016/17 has just been published;
  - (f) **Priority 6: Workforce**  
No annual measures;
  - (g) **Priority 7: Assets and Resources**  
No annual measures;
  - (h) **Priority 8: Service Accessibility and Excellence**  
No annual measures.
- 4.3 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.
- 4.4 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) During 2016/17 Business Gateway supported **1,085 businesses**, up from 1042 in 2015/16;
- b) There were **3% more planning applications** received during 2016/17, and significantly, the average time (in weeks) taken to process Non-Household planning applications has decreased from 17.1 weeks to 6.9 weeks;
- c) During 2016/17, **131 affordable homes** were delivered across Scottish Borders, exceeding the annual target of 100;
- d) With **91.3% of its 16 to 19 years old in education, training or employment**, Scottish Borders exceeded the national rate of 90.4%, and initial positive destinations (after school) remain higher than the national rate, at **94.2%** (down only slightly from 95.2% last year);
- e) By end of Q4 of 2016/17 **76%** of adults aged 65+ in receipt of care were receiving care at home to sustain an independent quality of life (as opposed to in a residential setting), up from 72% in 2015/16;
- f) **59% of social care clients** were using Self Directed Support by end Q4, just below the target of 60%, and up from 21% for Q4 of 2015/16 (the aim is that by the end of 2018 all clients will be using this approach);
- g) An improvement in the process for social work assessments resulted in **100% of new service users** receiving a service within 6 weeks of an assessment for Q4 of 2016/17;
- h) During 2016/17, there were **2,949 people referred to SBC's**

**Welfare Benefits Service**, 7.1% more than the 2,754 in 2015/16. Monetary gain for clients were **£8.415m**, just slightly lower than the £8.660m in 2015/16;

- i) Funding for Scottish Borders communities in 2016/17, through national schemes such as National Lottery and Scottish Landfill, and SBC grants (Community Grants Scheme, Quality of Life and Neighbourhood Small Schemes Fund) was **£3.535m**, 14% more than the £3.108m for 2015/16;
- j) From 2015 to 2016 (calendar year reporting) there has been a small but consistent increase in the household recycling rate, now at **39.03%**. The recycling rate at our Community Recycling Centres is now **56.23%**, up from 51% at the end of 2015;
- k) Council Tax monies collected in 2016/17 increased by £1.285 million compared to the same period in 2015/16, resulting in an in year collection rate of **96.63%** which is the second highest collection level achieved in the last 10 years;
- l) Electricity and gas consumption and costs during 2016/17 have reduced since last year. Although 2016/17 was around 4% milder, Gas costs reduced by almost **27%**;
- m) During 2016/17, **84.3%** of complaints received by SBC were closed within 5 working days (Stage 1), down only slightly from last year (85.2%). However, the Council's performance at Stage 2 improved significantly, from 77.5% of complaints closed within 20 working days in 2015/16 to **84%** in 2016/17;
- n) During 2016/17 the Council responded to **92%** of Freedom of Information (FOI) requests on time, up from 88% in 2015/16.

## 5.2 Performance measures – summary of challenges

- a) The employment rate for the Scottish Borders has decreased between Q3 2015/16 and Q3 2016/17, from 76.2% to **74.0%**. However, the rate is still above the rate for Scotland (72.9%). The claimant count for young people aged 18-24 is now slightly higher than the national rate (at **3.7%**), but lower than it was at the same time last year (3.9%). Although these indicators are not directly within the Council's control, they do provide a good indication as to the general "health" of the Scottish Borders economy, and the impact of the Council's work within services such Economic Development and Children and Young People;
- b) 2016/17 has seen an increase in the number of pupils excluded from schools, but detailed analysis has shown that the majority of the exclusions were single incidents, demonstrating that restorative work is having an impact, ensuring that pupils are not excluded for a 2<sup>nd</sup> or 3<sup>rd</sup> time. The increase this year has already prompted action planning with specific schools to ensure a focus on inclusion during 2017/18 and a return to a decreasing trend. Longer term trends are very positive with a **42% decrease** between 2013/14 and 2016/17;
- c) The proportion of Looked After Children (aged 12+) in a family-based placement has remained at around **76%** in 2016/17, slightly below the target of 80%. In the past year the Council has increased and maintained the number of foster carers and with continued support and recruitment, the ambitious target of 80% should be

achievable;

- d) The % of roads now considered as requiring maintenance has only increased by 0.3 percentage points since last year (taking it to 46.6%), comparable to many other rural local authorities with similar challenges. During the financial year 2016/17, a mid-year review led to an **extra £2.4m** being committed to roads and infrastructure. When SBC agreed its capital plan in February this year, an **extra 32.5%** was committed towards roads and infrastructure for the period 2017/18 to 2019/20 (equating to an increase of almost £7m over the 3 years). SBC will continue to balance its capital investments priorities across the entire asset base and in future of years will look to shift the balance of investment in roads to *planned* rather than *reactive* works;
- e) Sadly, **12** people were killed on Scottish Borders roads during 2016, compared to 6 during 2015. Scottish Borders Council's Road Safety Plan 2010-2020 brings together the ongoing work being carried out by the Scottish Borders Road Safety Working Group and focuses on actions, with partners, that will contribute to the Scottish Accident Reduction Targets (a 40% reduction by 2020) through a focus 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) Although SBC has performed well in relation to the average time taken to respond to complaints (within the timescales set nationally), there is still work to do to ensure that 100% of complaints are dealt with within the timescales set by the Scottish Public Sector Ombudsman (SPSO) at all stages.

5.3 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](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 3 years ago nationally around public performance reporting and helps the Council fulfil its duty more effectively in relation to public performance reporting.

5.4 To ensure consistency of reporting, the Corporate Performance team is working closely with colleagues in Finance to ensure that the information within this report is integrated into the management commentary in the Council's Annual Statement of Accounts, submitted to External Auditors in June each year. The 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**

- (a) 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.

- (b) Minor improvements were agreed with the Corporate Performance team during recent Internal Audit assurance work on Performance Management Corporate PIs which will enhance quality assurance and service area validation of the data. Findings were presented to the Council's Audit and Risk Committee on 28 March 2017.

**6.3 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.

**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 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.
- 7.2 Corporate Communications have also been consulted and their comments incorporated into this report.

**Approved by**

**Tracey Logan  
Chief Executive**

**Signature .....**

**Author(s)**

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## **Background Papers:**

**Previous Minute Reference:** Scottish Borders Council Executive Committee, 14 February 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.

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