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**Quarterly Corporate Performance Report  
(Quarter 4, 2014/15)**

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**Report by Chief Executive**

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**Executive Committee**

**9 June 2015**

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**1 PURPOSE AND SUMMARY**

- 1.1 **This report presents a quarterly performance update for members.**
- 1.2 A high level summary of performance is provided at Section 4 of this report and 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. 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".

**2 RECOMMENDATIONS**

- 2.1 **I recommend that the Executive Committee:**
- (a) Acknowledges and notes the performance presented within Appendix 1 and the action that is being taken within Services to improve or maintain performance;**
  - (b) Notes the changes proposed in Section 5 of this report.**

### **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 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.

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

- 4.1 Under each of our 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.
- 4.2 Below is a high level summary of performance, and details of what is being done to either improve or maintain performance is provided in Appendix 1.
- 4.3 **Performance measures - key successes**
  - (a) Economic indicators (JSA claimants, employment rate, Business Gateway, and loans) continue to show a positive trend. In addition, occupancy rates in Council-owned industrial and commercial property remain high;
  - (b) The % of school leavers attaining in Literacy and Numeracy at both national 4 and national 5 levels has increased since 2012, and compares favourably nationally and to our "virtual comparator" (this information is now available through the online Insight tool);
  - (c) Social Work continues to exceed targets in relation to people receiving a service within 6 weeks of their assessment;
  - (d) The Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains slightly ahead of target;
  - (e) Annual crime rates are down 0.4% on 2013/14 figures, and there has been a 0.5% reduction from quarter 3 to quarter 4 this year;
  - (f) The total value of awards made through SBC's Community Grant Scheme is higher than quarter 3 2014/15 and ahead of quarter 4 in 2013/14. National Lottery funding in quarter 4 included a large grant of £616k to Momentum Scotland, a national charity delivering in the Borders;
  - (g) The number of people registered with SB Alert continues to grow along with the number of active community resilience plans, with an increase from 22 in Quarter 4 2013/14 to 30 in Quarter 4 2014/15.
  - (h) Of all street lighting faults reported in Quarter 4, 99.2% were repaired within seven days;
  - (i) The amount of household waste sent to landfill, and the associated tax has decreased over the last few quarters. Whilst both figures are slightly higher than they were in 2013/14, they are in line with projections;
  - (j) Council Tax collection rates continue to be high, with 96.52%

- collected by the end of 2014/15;
- (k) % of working days lost by staff due to absence remains at 4% and has held steady due to improved absence management procedures;
- (l) Almost all of SBC's registered PC users are now active users of SB Learn, the Council's online learning tool;
- (m) The SBC Employment Support Service's proactive work with Council services is currently supporting students (5), those with specific support needs (6) and apprentices (22);
- (n) The Council's procurement function continued to improve again this year, as assessed by the Scottish Government, and scored higher than the average for Scottish Local Authorities (65%, against 62%).

#### 4.4 **Performance measures- below target**

- (a) The % of planning applications determined within two months has fallen from 65% in Quarter 3 to 60% in Quarter 4. This performance indicator will be replaced with new "average time" indicators (as detailed in Para 5.1);
- (b) SBC invoice payments within 30 days is slightly below target for the 4<sup>th</sup> quarter, but is well ahead of the performance in the 4<sup>th</sup> quarter last year;
- (c) 62 affordable houses were delivered during 2014/15. 87 further homes will be completed within the first quarter of 2015/16. It was envisaged that these would be completed during 2014/15 but this was not possible due to contractor performance issues, meaning that the end March deadline was missed;
- (d) There was a small drop in attendance at schools in Q4 2014/15 (93.5%) from Q3 2014/15 (93.8%), and is slightly below the same period last year (94.2%). Although exclusion incidents are up from the previous quarter, they are well below the figure for the same quarter last year;
- (e) 94% of our primary schools are meeting the Scottish Government target of 2 hours Physical Education (PE) per week and, although below the Scottish Government target of 100%, shows a huge improvement since 2013/14 when it was only 78%;
- (f) The % of people 65+ that receive care at home was 28.2% for Quarter 4, well below the target of 32.0% and can be attributed to the move towards increased self-directed support (SDS). The target has been reviewed and will reduce to 27% going forward;
- (g) Children accommodated within a family rather than residential setting continues to be lower than target and is dependent on the needs of the children and the availability of suitably matched placements which is out with the direct control of SBC;
- (h) Domestic Abuse is still thought to be significantly under-reported though the number of incidents reported in the year 2014/15 is higher than that reported the previous year. The Pathway Project continues to address the needs of high risk victims;
- (i) Recycling rates have decreased to 36.03% in Quarter 3, down by 3% on the same quarter the previous year. However, this decrease was expected and is due to the removal of the garden waste service and has impacted on recycling rates at Community Recycling Centres, where there has been an increase of 3% on the same quarter last year;

- (j) The % of our roads assessed as in need of maintenance has risen from 43.5% in 2013/14 to 45.5% in 2014/15;
  - (k) The Capital received by SBC for selling its fixed assets is lower than last year at £347k (compared to £591k). However, there are signs that the market is picking up;
  - (l) Although slightly below our ambitious target of 100%, the % of FOIs dealt with on time continues to improve each quarter and shows a significant improvement on 2013/14;
  - (m) The % of frontline complaints responded to within target times has decreased this quarter and remains below the Council's target of 100%. However the number complex complaints acknowledged within 3 days has increased to 96.3%.
- 4.5 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 us fulfil our duty more effectively in relation to public performance reporting, as defined in the Local Government in Scotland Act 1992.
- 4.6 The Performance Indicators used by each service area are continuing to evolve in line with the business planning process, and PIs will be refined over the coming months and changes may be made to reflect policy and service changes. The new financial year provides a good opportunity to make any necessary changes or additions, some of which are outlined below.

## 5 PROPOSED CHANGES TO PERFORMANCE REPORTING GOING FORWARD

- 5.1 **Planning**- three new PIs relating to the Scottish Government's Planning Performance Framework will be introduced for 2015/16 performance reporting. The focus will now be on the *average time taken* to process all planning applications split into three categories:

- Major development;
- Local development (non-household); and
- Householder developments.

These will replace the existing "% determined within 2 months" PI.

The "Number of planning applications received" PI will still be retained as a proxy measure for activity within the local economy.

In addition to these quarterly measures, the Planning Performance Framework, submitted annual to Scottish Government in June/July each year, also presents a range of more qualitative measures, for example around early collaboration with applicants, and sharing of good practice.

- 5.2 **People department**- with changes in structure and the integration of health and social care, this department is currently reviewing its performance indicators for children and young people, and adult social care (Corporate Priorities 2 and 3). In the coming months, there will be consultation and engagement with elected members on proposed PIs to better reflect the priorities of the department over the next few years.

- 5.3 **Complaints**- the Council's Complaints Handling Procedure (CHP) states

that we must publicise, on a quarterly basis, complaints outcomes, trends and actions taken. In addition, we must report on an annual basis 8 performance indicators defined by the Scottish Public Service Ombudsman (SPSO) and supply a copy of the report to the SPSO.

It is proposed to amend the current quarterly complaints reporting to include the Scottish Public Service Ombudsman's (SPSO) performance indicators 3, 4, 5, 6 and 8 (**in bold below**), and the situation in relation to the other Indicators is also stated in the table:

Indicator 1:Complaints received per 1000 of population	This is an annual indicator and will only be reported in the Annual Complaints Report
Indicator 2: Closed complaints	This is already included in the current reporting
<b>Indicator 3:Complaints upheld / not upheld</b>	
<b>Indicator 4: Average time spent responding to complaints</b>	
<b>Indicator 5: Complaints closed against timescales</b>	
<b>Indicator 6: complaints closed that required authorised extensions</b>	
Indicator 7: Customer satisfaction	This is still a work in progress to obtain the data. This will be included in the report as soon as the data consistently being collected
<b>Indicator 8: What we have learned, changed or improved</b>	This will be done through the use of case studies

- 5.4 **Community Benefits-** a new performance framework is being developed to support the Council's "Adding Value to Communities through Procurement" policy. A report is currently being prepared for Council in June which will ask Scottish Borders Council to fully adopt the policy and will show the value that is being added to the Borders through this approach. Benefits already include new jobs, apprenticeships and enhancements to communities across the Borders as a result of community benefit clauses being included in third party contacts, and as such, this value should be demonstrated through performance measures presented to Executive Committee on a quarterly basis going forward.

## 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 is 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. The Corporate Equalities and Diversity Officer and the Corporate Performance and Information Manager are working to ensure that the recommendations in the Equalities Review Group report are taken forward and reflected in future reporting to the SBC Executive Committee.
- (b) To start this process, all Heads of Service were recently asked to complete a self-evaluation exercise in which they evaluated their service areas performance of the Equality Duty. The information gathered has been used to inform 2015/16 business plans and the development of appropriate actions within services, and suitable performance indicators for use going forward.

### 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 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, 10<sup>th</sup> March 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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