
DELIVERING SBC'S CORPORATE PLAN: A FRAMEWORK FOR MANAGING PERFORMANCE

Report by Chief Executive

SCOTTISH BORDERS COUNCIL

30 August 2018

1 PURPOSE AND SUMMARY

- 1.1 This report presents a revised Performance Management Framework (PMF) to support the delivery of Scottish Borders Council's Corporate Plan 2018 -2023. It builds on the progress achieved under the previous PMF and places emphasis on changing the culture in relation to performance management and on developing and improving SBC's current performance reporting.**
- 1.2 SBC approved its existing Performance Management Framework (PMF) in 2013 which was structured around the eight Corporate Priorities set out in the SBC Corporate Plan (2013-2018). The new PMF, presented at **Appendix 1** to this report, proposes that reporting is aligned to the four Corporate themes set out in the new SBC Corporate Plan (2018-2023), approved by Council in February 2018.
- 1.3 Section 4 of this report presents a summary of the key proposals within the PMF relating to a strengthened culture within SBC around the use of performance management to drive and support continuous improvement.
- 1.4 Section 5 of this report summarises the proposed, more comprehensive approach to Performance Reporting, aligned to the new Corporate Plan and structured around its 4 themes.
- 1.5 Examples of current SBC Performance Reporting can be accessed at www.scotborders.gov.uk/performance.

2 RECOMMENDATIONS

- 2.1 I recommend that Council approves the Performance Management Framework described in this report and presented at Appendix 1.**

3 Background

- 3.1 SBC approved a Corporate Plan in April 2013 (further refreshed in October 2015) which presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities. The existing version of the Performance Management Framework (PMF) supported this Corporate Plan in terms of structure and content.
- 3.2 In February 2018, a new [Corporate Plan](#) (2018-23) was approved, based around 4 Corporate themes:
- Our Services For You
 - Independent, Achieving People
 - A Thriving Economy, With Opportunities For Everyone
 - Empowered, Vibrant Communities
- Our Community Planning Partners have also developed new strategic plans, including the Scottish Borders Community Plan 2017 and the Health and Social Care Partnership's Revised Strategic Plan (2018 -2021).
- 3.3 A revised PMF is now required to align to these plans and assist in identifying, tracking and managing the performance of SBC services including those delivered with partners or by Arm's Length External Organisations (ALEOs) and other commissioned or contracted third parties.
- 3.4 To respond to an increasingly challenging and changing external context, SBC's Corporate Management Team has identified that a revised PMF should place a greater emphasis on the management of performance and on driving continuous improvement based around the "Plan, Do, Review, Revise" improvement model. This revised document is presented at **Appendix 1**

4 Performance Management

- 4.1 The new Performance Management Framework (PMF) sets out the need to optimise and demonstrate that SBC is achieving "best value" for tax-payers including through self-evaluation and robust performance management.
- 4.2 The Local Government in Scotland Act 2003 introduced the statutory duty of Best Value. Every council undergoes a Best Value Audit annually and a Best Value Assurance audit at least once every five years. Looking at services from a critical Best Value perspective will help Scottish Borders Council to understand:
- What progress it is making in improving local outcomes and the sustainability of improvements;
 - How well services are performing;
 - The pace and depth of improvement.
- 4.3 The new PMF sets out the benefits of self-evaluation as a key part of managing performance. Corporate Management Team's aspiration is to move to a single, simpler self-evaluation framework during 2018/19 that all managers can use to assess- where they are; how they know; and what they need to do to improve. Until a single framework is developed, SBC will continue to use the adopted Self-Evaluation approach "How Good is Our Council (HGIOC)". Self-evaluation should help to focus on performance improvement and as such, requires that the views of stakeholders, and in

particular service users, are gathered on a regular basis and used to drive improvement. SBC's Draft Customer Strategy 2018 -2023 explains the need to engage customers in both the design and delivery of services. Sources of customer feedback will include the Household Survey, People's Panel, and Area Partnerships.

- 4.4 Over the next 5 years, SBC will work to create a high performance culture amongst its staff, and those delivering services on our behalf, to ensure continued progress in delivering services for customers, despite increasing demand and tightening resources. The new Performance Management Framework will underpin this culture and outlines the tools that will be used, including the staff appraisal process.
- 4.5 As well as strengthening the culture internally around performance management, SBC will work with commissioned/contracted services from the outset to ensure that we can manage and report on performance as effectively as possible.

5 Performance Reporting

- 5.1 Reporting performance publicly, in a clear and understandable way, is a statutory duty and needs to be integral to management of the Council at all levels. **Appendix 1** sets out the proposed structure of performance reporting, around the 4 Themes of the Corporate Plan (2018-2023) as well as the layers of reporting that will be provided.
- 5.2 To date, performance reporting to Executive Committee has included a mix of performance measures (those measures that SBC has control over e.g. processing times) and context measures that SBC has little control over e.g. employment rates. The new PMF proposed that a distinction is made between these two types of measures.
- 5.3 Executive Committee has also, to date, received separate reports on Corporate Transformation. However going forward, it is proposed that a high level summary of the business changes programmes and projects that will have a positive impact on performance be included within the quarterly performance report.
- 5.4 SBC will seek to learn from reporting undertaken by other Local Authorities and where appropriate make incremental improvements to reporting layout, structure and content. Any changes will be communicated to Council Executive when first introduced.

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. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by

having robust risk management arrangements in place.

- b) There is a risk that the objectives in the new corporate plan cannot be achieved if a high performance culture within SBC is not widely established. To mitigate against this risk, SBC's Corporate Management Team has committed, through this PMF, to using and developing a range of tools for managers including a single, simple self-evaluation framework, a Contract Management Framework to help improve performance of commissioned /contracted services (by providing a structure for managers to oversee contracts) and regular reviews of service performance at both department and corporate management teams. This PMF should enhance the reputation of the Council with both improved performance and reporting.

6.3 **Equalities**

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

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 significant effects on carbon emissions arising from the proposals contained in this report.

6.6 **Rural Proofing**

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

6.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

7 CONSULTATION

- 7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, and the Clerk to the Council have been consulted and their comments will be incorporated into the final report.
- 7.2 Corporate Communications have been consulted and their comments incorporated into this report.

Approved by

Tracey Logan
Chief Executive

Signature

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Background Papers:

Previous Minute Reference: n/a

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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