
OUR PLAN AND YOUR PART IN IT: SBC's CORPORATE PERFORMANCE AND IMPROVEMENT REPORT (QUARTER 1 2018/19)

**Report by Chief Executive
EXECUTIVE COMMITTEE**

04 September 2018

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high level summary of Scottish Borders Council's performance during Quarter 1 2018/19, with details contained within Appendices 1 and 2. This report also now includes reporting on the progress of change and improvement projects across SBC, replacing what was the separate Corporate Transformation report. The report also covers Live Borders performance for Q3 and 4 of 2017/18, which is presented at Appendix 3.**
- 1.2 SBC approved a revised Corporate Plan ([Our Plan and Your Part in it 2018-2023](#)) in February 2018, with four corporate themes. In order to monitor progress against the four themes, a review of performance and context information will be undertaken quarterly and presented to Executive Committee. Quarter 1 2018/19 is the first performance report in the revised format, and reflects the new Performance Management Framework (for approval at Council 30th August 2018).
- 1.3 Section 4 sets out the new reporting basis and also includes a summary of any additions or changes to SBC performance indicators, followed by a high level summary of performance in Section 5.
- 1.4 To reflect the significant investment made the SBC during 2018/19, an overview of the work and impact of Police Scotland's Community Action Team is provided at Section 6 and within Appendix 2.
- 1.5 Instead of a separate Transformation report, a summary of business change programmes and projects has been provided in Section 7.
- 1.6 Section 8 and Appendix 3 of this report present summaries of performance during 2017/18 for Live Borders (who have delivered sport and cultural services as part of an integrated trust since April 2016).
- 1.7 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 (Pentana). This can be accessed at www.scotborders.gov.uk/performance

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:-

- (a) Notes any changes to performance (and context) indicators outlined in Section 4 of this report;**
- (b) Notes that this is the first report in the refreshed format, aligned to the new Corporate Plan and revised Performance Management Framework;**
- (c) Notes that separate Transformation reporting will be discontinued, with reporting of Change and Improvement project progress now included within this quarterly Performance report;**
- (d) Acknowledges and notes the performance summarised in this report for SBC and Live Borders and detailed within Appendices 1, 2 and 3, 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 revised Corporate Plan in February 2018 (Our Plan and Your Part in it 2018-2023). Against a continued challenging external context, the Plan presented how Scottish Borders Council will focus Services for our communities, set across four corporate themes:

- Our Services For You
- Independent, Achieving People
- A Thriving Economy, With Opportunities For Everyone
- Empowered, Vibrant Communities

3.2 In order to ensure that corporate themes are addressed effectively, SBCs Performance Management Framework (PMF) was updated and presented to Council on 30th August 2018. This revised PMF set out how SBC would strengthen its performance management across both SBC Services and Commissioned services.

3.3 **Appendix 1** is structured using the format proposed to Council Executive in the revised PMF (30 August 2018) using the 4 corporate plan themes. It is designed to provide various "layers" of information for members and is structured as follows:

- The first 3 pages provide highlights of performance from Q1 17/18, and information on key programmes & projects that will impact on performance over time;
- Pages 4-7 provide infographic summaries for each of the 4 corporate themes;
- Page 8 onwards provides detail of performance by indicator; along with officer commentary should members require detail.

4 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)

4.1 Indicators are now based around the four corporate themes (rather than the 8 Corporate Priorities which were relevant under the previous SBC Corporate Plan). As set out in the revised Performance Management Framework, reporting will now distinguish between Performance Indicators and Context Indicators:

- **Performance Indicators** reflect service delivery and quality, impact or speed of service where SBC has direct influence e.g. Planning processing times, School Attendance;
- **Context Indicators** show the context within which SBC is operating or where SBC has indirect influence e.g. Number of crimes, Employment rate.

4.2 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.

- (a) Performance Indicators for the time taken in days to process new claims and changes for Housing Benefit and Council Tax reduction, are now included within the theme "*Ours Services For You*";

- (b) The annual PIs for school exam awards have been added under "*Independent Achieving People*".
 - S4 pupils with 5 or more awards at Level 5 (National 5) or better
 - S5 pupils with 5 or more awards at Level 6 (Higher) or better
 - S6 pupils with 5 or more awards at Level 6 (Higher) or better
 - (c) Under "*Independent Achieving People*", a performance indicator has been added covering:
 - Bed days associated with delayed discharges in residents aged 75+; rate per 1,000 population
 - (d) Within "*Independent Achieving People*", indicators relating to Employment Support opportunities are being refreshed. Going forward there will be a stronger focus on reporting Modern Apprenticeship (MA) numbers. Total Work Opportunities, Employability Fund Placements and Student Placements figures have been removed and the following PIs will be reported:
 - Current SBC Modern Apprentice numbers – at quarter end
 - New Modern Apprentices employed this year
 - Modern Apprentices securing employment with SBC after MA
 - (e) New Indicators covering Asset Transfers and Participation Requests have been added under "*Empowered Vibrant Communities*". Each includes details of requests received, agreed and refused.
- 4.3 In order to improve the coverage of indicators across council services, it is planned to continue to add new indicators where appropriate and where availability of data allows. Discussions are ongoing with services.

5 **CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES**

5.1 **Performance measures – summary of key successes**

- (a) The Community Recycling Centres (CRCs) recycling rate has continued its trend of steadily increasing, reaching 58.67% in Q1 2018/19.
- (b) Average times to respond to complaints in Q1 were within the target number of days for all 3 stages (frontline, investigation, escalated). However, in absolute terms, just 78.6% of stage one (frontline) complaints were completed within timescale and 80.6% at stage two (investigation). 100% of escalated complaints were completed within timescale.
- (c) 91% of FOIs were responded to on time in Q1. However in the month of June the figure reached 97%, with just 3 responses in the month being out-with the statutory timescale.
- (d) The 2018 school exam results have shown good progress being made across a number of key measures. The number of S4 pupils achieving 5 or more awards at Level 5 (National 5) or better rose to 41.48%, a 1.5 percentage point increase this year. The number of S5 pupils achieving 5 or more awards at Level 6 (Higher) or better, reduced to

16.25%, a reduction of 1.8 percentage points. The number of S6 pupils achieving 5 or more awards at Level 6 (Higher) or better rose to 35.01%, an increase of 1.48 percentage points.

- (e) The % of invoices paid within 30 days rose to 85% in Q1, having reached 89% in June. This represents a significant recovery from the reduced rates seen in recent quarters.
- (f) During Q1 one participation request was received and an outcome improvement process put in place (2 other requests requiring validation). Participation Requests, Part 3 of the Community Empowerment (Scotland) Act 2015, came in to force on 1 April 2017 giving community groups the right to request to be involved in a process to improve the outcome of a service delivered by the Council.

5.2 Performance measures – summary of challenges

- (a) Overall energy consumption (for SBCs 26 key sites) has increased by 2.2% with an overall cost increase of 9.3%. Electricity consumption rose by 2.5% with cost increasing by 8.7%.
Gas consumption increased by 1.9% with cost increasing by 11.6% (decrease of 1.3% in consumption when adjusting for colder weather this year).
- (b) The number of referrals received by the Financial Inclusion team in quarter 1 at 354, was lower than 600 in quarter 1 of 2017/18, but in line with the average of the last 2 quarters. Referrals are now being more effectively assessed and where appropriate immediately directed to Council or external assistance, in some cases removing the need for Financial Inclusion Team involvement whilst improving service. Monetary Gain for quarter 1 was £907k and, whilst lower than the £2,796k in quarter 1 2017/18, it should be noted that the value of monetary gain is not assessed until after the case closes and consequently the figure is likely to continue to change as cases for quarter 1 are completed.
- (c) School attendance in Q1 (April to June) was typically impacted in advance of the summer break. Secondary school attendance reduced to 90.56% in the quarter (dipping to 86.85% in June), below the 92% target. However, Primary school attendance was stronger at 95.04% for the quarter, slightly above the 95% target (but dipping to 93.82% in June).
- (d) Secondary school exclusions were higher in Q1 at 56. This is higher than the 40 seen in the previous quarter and an increase on the 30 seen in Q1 2017/18. Schools continue to focus on reducing exclusions and providing a more inclusive education. We continue to analyse exclusions at a high school level. The 2017-18 school year saw secondary school exclusion incidents reduce to 201, from 228 in the previous school year.
- (e) Whilst the majority of Looked After Children in the Scottish Borders are in family based placements (83%), the % of Looked After Children (aged 12+) in family based placements has continued to reduce, reaching 70% in Q1. We continue to look to further expand our network of foster carers and use kinship carers to increase the number of children placed within family settings.

6 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

- 6.1 There were 891 recorded group 1-5 crimes and offences in Quarter 1, a 5.4% decrease on the previous year. SBC is investing £282k during 2018/19 in a Community Action Team (CAT), working closely with Police Scotland to respond to local issues and concerns. An infographic summary is provided at **Appendix 2**. During Quarter 1 the CAT has:
- issued 219 parking tickets in various towns;
 - carried out 76.5 hours of High Visibility foot patrols and 108.5 hours of mobile patrols;
 - carried out 69 Person Drug searches (35% positive) and 16 Premises Drug searches (87.5% positive);
 - carried out 40 static road checks and provided education and advice to motorists;
 - issued 9 Road Traffic Fixed Penalties;
 - provided patrols at local events and festivals, dealing robustly with antisocial issues including carrying out seizures of alcohol from young people.
- 6.2 Examples of "Tasking" in Q1 included:
- Tackling vandalism at a number of primary schools in Berwickshire and Eildon through a Patrols and in one case CCTV installation;
 - Addressing illegal parking in specific Cheviot locations leading to the issuing of numerous tickets
 - Dealing with issues of antisocial behaviour and discarded needles in Eildon;
 - Antisocial behaviour and driving in Teviot, with patrols to tackle this;
 - High value cycle thefts in Tweeddale and the issue of pavement cycling.
- 6.3 Tackling dog fouling is part of the Council and Police Scotland's wider initiatives to tackle Anti-social Behaviour. There has been a marked decrease in complaints and incidents recorded over the last quarter in relation to dog fouling and may be partly attributable to the increase of uniformed patrols (through the CAT) in some key areas, including Gala Park where there had previously been problems. Going forward, the CAT tasking team will continue to monitor this at monthly meetings, with appropriate tasking as required to respond to concentrations of reporting in relation to dog fouling.

7 CHANGE & IMPROVEMENT PROJECTS - UPDATE

- 7.1 Achievement of SBC's aspirations under the 4 Corporate Plan themes and improvements in performance e.g. around customer response times, energy consumption, school attainment etc. will be impacted positively by a range of change and improvement projects that are either in development or well under way.
- 7.2 At previous Executive meetings, a separate "Corporate Transformation" report was presented. However, the new Performance Management Framework proposed a merging of the 2 reports and using the 4 corporate plan themes, should allow Elected Members to see the progress being made.

A selection, under the first 2 themes, has been presented below (and in Appendix 1) and the intention is to focus on one or two corporate themes each quarter, providing more details and where possible, metrics, in a separate infographic summary:

(a) **Our Services For You**

Business World – development of the new system continues and a number of new developments have gone live over the past quarter. This implementation is a major change to the way we operate, affecting the entire business. This project continues to be a catalyst for extensive changes and efficiencies within our back-office services.

Digital Customer Access Programme – work continues with CGI to develop our online services, ensuring that our requirements to best meet the needs of customers are met efficiently and effectively. We have undertaken a robust options appraisal/vendor selection process during the first quarter of 18/19 and we expect to shortly select a supplier for the underlying technology. Any solution will enable us to develop and manage digital transactions as we modernise the way we work, whilst ensuring we continue to deliver high-quality and improved services. This programme will be critical in enabling services and information to be accessible over the web on an anytime anywhere basis and to enable flexibility and efficiencies.

Office 365 - we have made good progress in preparations for our migration to Office 365, which will be rolled out in 2018. This will enable greater opportunities for flexibility and efficiency in how we work.

Business Travel - A trial fleet of 15 pool cars was introduced in July last year. Monitoring to date shows that use of the fleet is much higher than expected (vehicles were originally predicted to achieve between 8,000 to 10,000 miles per annum and are on target for 13,300 miles) and that, in the first 5 full months that the fleet has been operational (Aug – Dec17), the overall number of recorded business miles travelled (by pool car or by private mileage claimed) has fallen by 26%, from 355,245 to 262,508 miles. Proposals are now being developed to expand the fleet at HQ and in the localities. The proposals will also explore options for sharing the pool with partner organisations and making the cars available to the public as part of a car club scheme.

Schools Janitorial Review – As part of Corporate Landlord model implementation, the Schools Janitorial review has completed. This is the start of bringing Facilities Management (FM) services under one umbrella enabling a more flexible, co-ordinated and efficient approach to FM across the whole Estate.

Property Rationalisation - A 5-year Property Management Framework and Asset Rationalisation Strategy is being drafted. This will identify proposals to reduce the size of the Council's estate taking into consideration collective service requirements in our main settlements and localities and then establishing what our requirements for property are and how they can be met. Engagement with partners and communities (of interest and geography) will be

Central to the development and delivery of the strategy. An early draft of the strategy will help inform the capital and financial planning process from autumn 2018.

Energy Efficiency - In 17/18 EEP has delivered another round of LED upgrades at 22 sites and boiler insulation improvements at a further 20 sites. Installation at 12 sites of photovoltaic energy capture systems (PV) is also in progress. Scottish Procurement have developed a framework to facilitate the implementation of Non Domestic Energy Efficiency (NDEE) to the Scottish public sector, SBC have developed and procured an NDEE project during 17/18 which is now at the design stage with E.ON Energy. The NDEE programme of works include an array of energy efficiency improvements across the SBC estate including biomass, solar thermal, combined heat and power (CHP), selective lighting to LED, boiler replacement, PV, glazing and energy controls.

(b) **Independent, Achieving People**

Online Parents Evening Booking – a new booking system has been delivered which has greatly simplified the parents evening process for parents and staff.

School Estate Review - A proposal to close St. Margaret's Roman Catholic Primary School in Hawick was agreed at Council on 26th April 2018. Following this decision, a period of 3 weeks is allowed for the public to make any final representations to Scottish Government. Another 5 weeks is then allowed for Scottish Government to review the proposal, and it is only once this elapses that the Council can implement the closure decision.

A **Secondary Schools Review** Report for Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School was also presented to Council on 26th April 2018. This report provided Elected Members with an update on:

- The assessment process undertaken regarding the condition, suitability and capacity of each school
- The engagement process undertaken by Council Officers to ascertain views on the future vision for learning provision in each area
- The recommendation to create individual strategic plans regarding the future of each school.

Work will commence to develop a bespoke strategy for the review of Galashiels Academy, Hawick High School, Peebles High School and Selkirk High School with a plan to present an update report to Council in October 2018.

Early Years - Work has continued to plan the strategic approach to the delivery of 1140 hours funded Early Learning and Childcare (ELC) for all three and four year olds and eligible two year olds in communities across the Scottish Borders by 2020/21.

Planning for Phase 3 of the expansion (which comes into effect from August 2018) has continued in this period. The settings identified are Yetholm, Coldingham, Walkerburn, Chirnside and Trinity and preparations to ensure their readiness are underway, including

consideration of staffing levels and other practical arrangements.

Dementia - £4.8m capital, including funding for a feasibility study in the current financial year has been included in the Council's capital programme. Feasibility work will identify options and recommendations for the future provision of service – for example, a multi-functional unit incorporating residential dementia care.

Hospital to Home - Hospital to Home aims to support the easing of pressures within the hospital. The project involves a re-ablement approach with the aim of maximising the early rehabilitation potential of the person during early weeks of care. Its aim is to promote their self-confidence and skills so that they can continue to live independently at home. A test of change project was initiated in Berwickshire in January 2018 and has since been rolled out to the Teviot locality.

Integration Joint Board(IJB) Strategic Plan - A new Strategic Plan has been drafted for 2018/21 along with an associated financial plan. The statutory annual performance report on the delivery of the first IJB Strategic Plan has also been drafted. These documents will be presented to the June IJB prior to publication.

8 LIVE BORDERS Performance Q3 and 4 2017/18

- 8.1 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the integrated trust, ensuring that six key outcomes were being met. Within this Framework, a set of performance measures were proposed, under each outcome, which is currently being refined and developed, aligned to Live Borders new Strategy (Aug 2018).
- 8.2 **Appendix 3** presents a range of high level measures for the Integrated Trust, covering various aspects of sport and culture participation, financial performance for 2017/18*, and presents case studies demonstrating impact of the Trust's work over the last year under each of the 6 outcomes defined within the Service Provision Agreement between SBC and Live Borders (*note, there is a quarter lag in reporting due to Live Borders Board timings). It also includes information on complaints performance.
- 8.3 Sport participant numbers for 2017/18 are slightly behind last year (1.134m against 1.164m last year). Pool admissions are also slightly down, but admissions to other facilities have shown an increase, from 439k last year to 461k this year. The reduction in pool admissions is due to pool closures for maintenance and improvement works during the year. "Dryside" activities within the sports sites continue to perform positively with "Active" membership showing growth from prior year. Four gyms are due to be refreshed during summer 2018 which should further enhance membership growth for the final half of 2018/19.
- 8.4 The reduction in the number of culture visits during 17/18 (from 729k in 16/17 to 690k in 17/18) is in part a result of no longer recording the number of Heritage Hub web visits (2.5k) and changes in the ground floor layout allowing staff direct access along with a recalibration of the counters at Tower Mill (8k). In general, the poor weather in January and February has affected Library visitor numbers.

- 8.5 In terms of financial performance, a surplus of £17k was reported for the year (£27k behind budget), which will be invested back into the business. With a number of one-off staff costs previously reported and delayed implementation of the income generating capital works at Teviotdale Leisure Centre, this is positive position.
- 8.6 The information provided in **Appendices 1, 2 and 3** can also be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council . 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 to evidence how it fulfils its legal duty to provide best value to people.

9 IMPLICATIONS

9.1 Financial

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

9.2 Risk and Mitigations

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.

9.3 Equalities

There are no adverse equality/diversity implications. Performance reporting may help the Council to identify and address any equality / diversity issues and improve processes and procedures.

9.4 Acting Sustainably

Economic, social and environmental impact of SBC actions can be monitored more effectively if there is effective performance reporting arrangements in place.

9.5 Carbon Management

There are no significant effects on carbon emissions arising from the proposals contained in this report.

9.6 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.

9.7 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.

10 CONSULTATION

- 10.1 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 have been incorporated into the final report.
- 10.2 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: Revised Performance Management Framework

Previous Minute Reference: Scottish Borders Council Executive Committee 19th June 2018; Scottish Borders Council 30th August

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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