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# **OUR PLAN AND YOUR PART IN IT: SBC'S CORPORATE PERFORMANCE AND IMPROVEMENT REPORT QUARTER 3 2020/21**

**Report by Executive Director, Corporate Improvement and Economy**

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## **EXECUTIVE COMMITTEE**

**16 MARCH 2021**

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### **1 PURPOSE AND SUMMARY**

- 1.1 This report presents a high level summary of Scottish Borders Council's Quarter 3 2020/21 performance information with more detail contained within Appendices 2a and 3. A condensed version of the report is presented as Officers responsible for compiling much of the 3rd Quarter data were heavily committed to managing the Covid-19 Response at the time of preparing this report. This has allowed the report to be available on the normal timescale for Executive. The fourth Quarter 2020/21 Outturn Report will be provided in June.**
- 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, performance and context information will be presented quarterly to Executive Committee, with an annual summary in June each year.
- 1.3 The information contained within this report and appendices is also made available on the SBC website. This can be accessed at [www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)

### **2 STATUS OF REPORT**

- 2.1 Quarter 3 performance information is presented in Appendix 2 of this report.
- 2.2 The Corporate Management Team agreed a 'slim line' suite of appendices will meet the requirement to report performance on the Corporate Plan (Our Plan and Your Part in it 2018-2023) for quarter 3 2020/21. This will revert to the full suite of appendices for future quarterly reports.
- 2.3 Quarter 3 Community Action Team performance is reported in Appendix 3.

### **3 RECOMMENDATIONS**

#### **3.1 I recommend that the Executive Committee:-**

- (a) Notes the changes to performance indicators outlined in Section 6 of this report;**
- (b) Acknowledges and notes the performance summarised in Sections 7 and 8, and detailed within Appendices 2a and 3, and the action that is being taken within services to improve or maintain performance.**

## **4 BACKGROUND TO SBC PERFORMANCE REPORTING**

- 4.1 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 SBC will focus Services for our communities, set across four corporate themes:
1. Our Services For You
  2. Independent, Achieving People
  3. A Thriving Economy, With Opportunities For Everyone
  4. Empowered, Vibrant Communities.
- 4.2 In order to ensure that the corporate themes are addressed effectively, SBC's Performance Management Framework (PMF) was updated and presented to Council on 30 August 2018. This revised PMF set out how SBC would strengthen its performance management across both SBC Services and Commissioned services.
- 4.3 The Appendices reflect a quarterly reporting format structured around the four corporate themes and use a mixture of narrative, highlights, performance and context indicators.
- (a) Updates on Fit for 2024, Change and Improvement projects are contained in Appendix 1. These are monitored by Corporate Management Team (CMT) and through the SBC Financial Plan and associated monitoring (*please note this appendix has not been produced for Quarter 3 2020/21 in order to condense the performance report*).
  - (b) Appendix 2a contains updates on specific performance and context indicators, structured around SBC's 4 Corporate Themes.
  - (c) A schedule of indicators is provided for information at Appendix 2b covering quarterly performance reporting and annual reporting through the Local Government Benchmarking Framework.
  - (d) To reflect the significant investment made by SBC, an overview of the work and impact of Police Scotland's Community Action Team is provided in Section 8 and within Appendix 3.

## **5 ADDITIONS/CHANGES TO SBC PERFORMANCE INDICATORS (PI)**

- 5.1 Additional indicators have been added to this report including:
- (a) The indicators reported for Adult Social Care are under review. A proposal has been presented to the Corporate Management Team with the view that a revised set of indicators shall be incorporated in future quarterly performance reports.
- 5.2 The Covid-19 pandemic has impacted the presentation of 2020/21 performance reports with a combined Quarter 1 and 2 report being presented to Executive in January 2021 and subsequently, with this condensed version of the Quarter 3 report. The full Quarter 4 2020/21 outturn report will be provided to Executive in June 2021.

5.3 On this occasion we have been unable to provide Quarter 3 figures for the following Service areas:

- (a) Customer Contacts. Technical reports are to be developed in order to provide this information. Discussions are ongoing between SBC and the council's IT provider in order to progress this work and subsequently enable these figures to be reported.
- (b) Property;
- (c) Major Projects.

5.4 Previously reported figures have been revised as follows:

- (a) Q1 Community Resilience figures have been updated.

## **6 PERFORMANCE AGAINST THE COUNCIL'S CORPORATE THEMES**

### **6.1 Performance measures – summary of successes**

- (a) The determination time for planning (local developments - householder) was better than target (8.0) at 6.1 weeks overall for the quarter. The figure for local developments – non-householder was on target at 8.0 weeks. An improvement on the previous quarter.
- (b) The collection of Council Tax that was due has been significantly impacted by the Covid-19 pandemic and the decision to pause recovery action for a significant part of the year. However, the collection rate is improving with a rate of 81.28% at the end of Quarter 3 2020/21, which is close to target and only 0.98% down on the same period in the previous year.
- (c) The average time taken to process Stage Two and Escalated complaints remains positive and within the target of 20 working days.
- (d) At the end of Quarter 3, 68% of Valuation Roll amendments were completed within 3 months, which is above the target of 50%, although a slight reduction on the previous quarter (Quarter 2 – 69%). At the end of Quarter 3, 93% of new properties were added to the Council Tax Valuation list within 3 months, exceeding the 91% target.
- (e) Looked After Children (LAC) (all ages) in community family based placements surpassed the 80% target in Quarter 3 2020/21, with 81% of LAC in Community Family Based Placements rather than residential. LAC aged 12+ in this category remains below the 70% target at 62%.
- (f) Performance against the Adult Social Care indicators remains positive and above target in Quarters 2 & 3.
- (g) 91.3% of council properties (Industrial and Commercial) were occupied at the end of Quarter 3. This is above the 88% target and greater than the annual figure for 2019/20.

- (h) As restrictions eased during Quarter 3 the number of volunteer led walks increased through the Walk It programme. The number of people volunteering rose from 151 in Quarter 2, to 159 at the end of Quarter 3.

## 6.2 Performance measures – summary of challenges

- (a) Performance relating to Stage 1 complaints handling has remained out with targets for the last three quarters. Stage 1 complaints took an average of 6.7 days to process in Quarter 3, and improvement on quarter 2 (8.8) – the current target is 5 days. The percentage of complaints closed within timescale fell out with targets across all stages in quarter 3 (Stage one, Stage 2 and Escalated).
- (b) School attendance remains just below targets in Quarter 3. Secondary attendance improved in quarter 3 (94.9%) compared to the previous quarter (94.2%). However, Primary attendance fell slightly in quarter 3 (92.6%) when compared to quarter 2 (92.9%).
- (c) 68% of mediation cases have shown agreement/improvement following mediation in the year to date in 2020/21 against a baseline target of 80%. The decrease in success rate is largely due to the impact of the Covid-19 lockdown meaning there is little opportunity to conduct mediation through face-to-face contact.
- (d) There has been a decrease of 83 referrals to mediation in the year to date in 2020/21 when compared to 2019/20 for the same period, which equates to a 65.9% decrease. The decrease in referrals is largely due to the impact of the Covid-19 lockdown and the inability to conduct face-to-face mediation. Where possible mediation is conducted through other than face-to-face contact.

## 7 COMMUNITY ACTION TEAM – SUMMARY OF ACTIVITY AND IMPACT

- 7.1 An infographic summary on the impact of the Community Action Team (CAT) is provided at Appendix 3.

During Quarter 3 of 2020/21 the CAT has:

- Carried out 393 hours of High Visibility foot patrols and 1,509 hours of mobile patrols;
- Carried out 71 static road checks;
- Issued 62 warning letters to under 18s regarding anti-social behaviour;
- Issued 394 parking tickets;
- Carried out 73 Person Drug searches (53% positive) and 23 Premises Drug searches (100% positive);

- 7.2 Examples of “Tasking” in Quarters 2 included:

- (a) Off road motorcycle issues, youth anti-social behaviour and the execution of drugs warrants in Berwickshire;
- (b) Youth anti-social behaviour issues in Cheviot;
- (c) Off-road motorcycle issues in Eildon;
- (d) Drugs warrants executed in Teviot;

- (e) Youth anti-social behaviour and the execution of drugs warrants in Tweeddale.

## **8 IMPLICATIONS**

### **8.1 Financial**

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

### **8.2 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. In response to the Best Value Assurance Audit of SBC during 2019, a Best Value Audit Action Plan was created. This action plan includes provision for strengthening SBC's approach to performance reporting.

### **8.3 Integrated Impact Assessment**

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.

### **8.4 Acting Sustainably**

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

### **8.5 Carbon Management**

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

### **8.6 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.

### **8.7 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 because of the proposals contained in this report.

## **9 CONSULTATION**

- 9.1 The Executive Director (Finance & Regulatory), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications

have been consulted and any comments received are incorporated in the final report.

## 10 FUTURE REPORTS

10.1 Corporate Performance for Quarter 4 2020/21, including the 2020/21 Annual position, will be reported to the Executive Committee on 8 June 2021.

### Approved by

**Rob Dickson**

**Executive Director**

**Corporate Improvement and Economy Signature .....**

### Author(s)

<b>Name</b>	<b>Designation and Contact Number</b>
Melanie Hermiston	Business Services Officer – 01835 826803

### Background Papers:

**Previous Minute Reference:** 19 January 2021

**Note** – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. The Performance Team can also give information on other language translations as well as providing additional copies.

Contact us at: Policy, Planning & Performance, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 824000, [performance@scotborders.gov.uk](mailto:performance@scotborders.gov.uk)