

SCOTTISH BORDERS COUNCIL  
**CORPORATE  
PLAN 2013-2018**

REVISED EDITION WITH UPDATES | OCTOBER 2015



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# SCOTTISH BORDERS COUNCIL CORPORATE PLAN 2013-2018

## 1. INTRODUCTION

Scottish Borders Council's Corporate Plan was approved in April 2013, and provides the strategic policy context for driving forward the work of Scottish Borders Council (SBC) over the five year period 2012/13 to 2017/18.

The plan was informed by the Council's Administration priorities as stated in "Ambitious for the Borders", by the priorities coming forward from our communities, by key transformation programmes, by projects that were underway within SBC and by priorities that we defined with our community planning partners, founded on a strong evidence base (and contained within our Single Outcome Agreement (SOA) that was submitted to the Scottish Government in 2013).

It is just over two years since this plan was approved and whilst our commitment to the priorities has not waived, the Council context has changed:



We have implemented a new corporate structure, organised into 3 main departments: Chief Executive's; People; and Place, with each department responsible for delivering a range of high quality services in a way that is consistent with the policies of the elected councillors.

What was our Business Transformation programme (which realised £17.8m savings over the period 2010-15) has been widened out to become a Corporate Transformation programme in order to respond effectively to the social, demographic and economic challenges facing the Council [www.scotborders.gov.uk/transformation](http://www.scotborders.gov.uk/transformation) Approved in February 2015, this is an ambitious transformation programme that will deliver corporate change and service improvement right through the Council and into the wider community;

We also agreed our 5 year revenue budget and 10 year capital plan in February 2015, to deliver our corporate priorities. The revenue budget will spend £254m on Council services in 2015/16 and £1.27 billion over the next five years. The capital plan will invest £352m over the next 10 years, including significant additional investment in roads, schools, flood protection, community infrastructure, IT and regeneration projects.

Our Councillors have reviewed their "Ambitious for the Borders" document, and published a new set of commitments, focused on economic development, making the Scottish Borders one of Britain's premier destinations for outdoor activities, and maintaining and improving quality of life for all residents;

**This revised edition of the Corporate Plan provides an updated context, as well as an overview of what we have achieved so far and what we will be doing over the next few years to ensure that quality of life for everyone within the Scottish Borders is improving (detailed in Annex 1)**



## UPDATED GENERAL CONTEXT

**Our local economy** continues to have significant strengths in relation to its business, labour and natural assets. However it is still being adversely affected by challenging local, national and international economic conditions, although unemployment rates have come down but are still affecting our young people most significantly. There is a continuing need to maintain and enhance our competitive advantage through investment in education, ICT, roads and infrastructure. Our **Borders Railway** Blueprint Action Plan will ensure the economic benefits of the railway are realised, and that the new Railway benefits the whole region. Work is already underway to ensure that we integrate bus, taxi, cycle and walking routes appropriately with stations at Stow, Galashiels and Tweedbank.

Scottish Borders Council is currently exploring entering into a “**City Deal**” with Edinburgh and surrounding regions in order to grow the economy of the Scottish Borders. It would allow the Council and partners to invest in a range of projects aimed at creating the conditions to attract new, lucrative sectors and businesses to the region, providing an increased range of higher value jobs. The Council is also currently reviewing its strategic approach to inward investment to help support economic growth across the whole of the Scottish Borders, ensuring that every opportunity is fully exploited.

**Population projections** from National Records for Scotland (NRS, 2012-based) for the Scottish Borders show that over the next 25 years, Scottish Borders will see no net change in population, a change from projections made in 2010. In the main, this is due to decreased net migration and fewer births. This could have substantial impacts on the future of services provided by SBC and its partners, which were planned around previous projections. The report also highlights the projections in relation to household numbers. Whilst an increase in the number of households is still projected for both Scotland and Scottish Borders, these increases are not as great as previously projected. However, these projections are based on *assumptions relating only to demographic trends* and do not take account of some key factors that could have a positive impact such as a general improvement in the national economic situation and, significantly, the Borders Railway.

As noted previously, the NRS projects that there will be almost a doubling of people aged 75 or older in the Scottish Borders between 2012 and 2037. There is also projected to be a significant increase in the numbers of people aged 65 to 74. However, the number of people aged under 65 is expected to decrease markedly.

Changes in **land use and development** activity are having an impact on many of the services we provide and the environment in which we live and do business. The production and maintenance of robust Strategic and Local Development Plans continues to be vital in ensuring that business and community needs are met, that appropriate development opportunities are provided, and that our valued built and natural heritage is protected. We will shortly be starting work (including consultation) on the South East Scotland Strategic Development Plan, and then our Scottish Borders Local Development Plan over the next 2 years.

The Council still faces **major financial challenges**. With limited likelihood of securing additional resources and with an almost certain increase in demand for services, SBC has estimated that the cost of continuing current levels of service provision will increase by £27.8m over the next five years. We are therefore taking a longer term approach to bridging this gap, with a five year financial plan that proposes solutions to meet the financial challenge in ways which impact services least.

There are also significant limitations placed upon the annual budgets of the Council's partners, particularly NHS Borders, the Scottish Police and Fire and Rescue Services, Registered Social Landlords, Borders College and Heriot Watt University.

However, despite these challenges, it should also be recognised that over the next five years, SBC will spend **£1.27 billion** in revenue terms and, combined with the resources of our partners, this will have a significant impact on the economy of the Scottish Borders. In addition to this, SBC has a 10 year capital plan that aims to deliver £352 million of investment in infrastructure projects in the Scottish Borders. The Council is committed to ensuring that our budget process addresses our key priorities, meets the challenges outlined above and spends tax payers' money in the most efficient, economic and effective way possible. This is also true of our work with partners in addressing the outcomes in the Single Outcome Agreement.



## UPDATED PARTNERSHIP CONTEXT

The Council, together with its partners, continues to take a creative, innovative, long term and forward-thinking approach, focused on building the strength and capacity of our communities, businesses and households, reducing inequalities between the least and most deprived people and communities, as well as providing high quality services into the future. The manner in which these services are delivered may change but we must not lose focus on the end user, be that a young person in education or in care, an older person living at home, or a community at risk of flooding. Quality of life and the safety of all Borders residents continues to be our priority and delivering services in line with our equality duty is vital to addressing this.

Our Community Planning Partnership continues to evolve to respond to local challenges. Audit Scotland published an **audit of Scottish Borders Community Planning Partnership** in May 2013. A number of recommendations were made around the following areas- strategic direction and leadership, performance management, use of resources, governance and accountability, community engagement. Significant progress has been made in addressing these improvement areas to strengthen the partnership, including the adoption of a Scottish Borders Community Planning Community Engagement Framework and Toolkit [www.scotborders.gov.uk/downloads/download/2499/community\\_engagement\\_framework](http://www.scotborders.gov.uk/downloads/download/2499/community_engagement_framework)

The **Community Justice (Scotland) Bill** will take forward the legislative change necessary to establish a new model for community justice. The new model seeks to deliver better outcomes for communities by promoting a collaborative approach to the planning and delivery of improved outcomes, putting decision-making in the hands of local communities and agencies who are best-placed to assess local needs. Arrangements will be made at a national level to provide strategic leadership; enhanced opportunities for innovation, learning and development; and assurance on the delivery of improved outcomes. The model also recognises stakeholder views that community justice services should be person-centred, evidence-based and make best use of resources.

A key part of partnership working is around the **Integration of Health and Social Care**, driving the integration of the Council's adult social care services with health services currently the responsibility of NHS Borders. The scale and strategic importance of this integration requires dedicated, expert resource to ensure that outcomes for adult service users are improved, and by April 2016, adult services will be fully integrated, with significant benefits for services users and their families.

As well as integrating health and social care, the Council and its partners have a key role to play in protecting the public e.g. from communicable disease, and in leading and supporting improvements in health. A **Joint Director of Public Health** oversees a range of services that identify and address local health improvement priorities in partnership and deliver health improvement programmes with different age groups and population groups, for example around physical activity or mental health while supporting partners to deliver their own health improvement roles. Unfortunately, not everyone in the Scottish Borders enjoys the same levels of health so in order to address the inequalities that exist, the Director is currently developing a **Scottish Borders Health Inequalities Strategy** which will require Scottish Borders Council, NHS Borders and a range of other partners to work differently in local areas to deliver change. This strategy will be a key part of addressing the priorities in the SOA.

The **Community Empowerment Act (passed in June 2015)** outlines how the Scottish Government expects public service providers to work more effectively together for the benefit of communities. Whilst this already happens effectively in the Scottish Borders, the Act clarifies the additional partners who should be involved, and will certainly specify the vital and valuable role that communities should have within community planning partnerships.

# SCOTTISH BORDERS COUNCIL CORPORATE PLAN 2013-2018

## 2. VISION AND VALUE

Our **vision**, our **values** and our **standards** continue to guide the way we work and inform everything from our strategies and policies, through to the work plans of individuals within the organisation.

### OUR VISION

“ We seek the best quality of life for all the people in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities. ”

### OUR STANDARDS

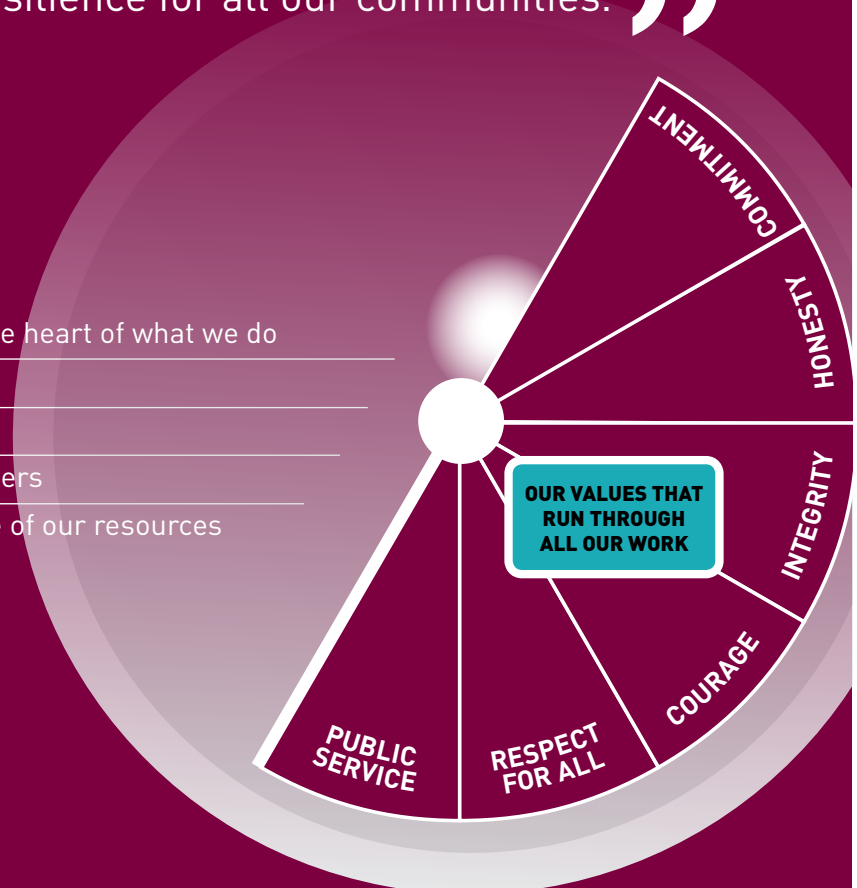
Putting our customers and staff at the heart of what we do

Being fair, equal and open

Continually improving our services

Working with partners and stakeholders

Delivering value for money in the use of our resources



## 3. PRIORITIES FOR SCOTTISH BORDERS AND CURRENT CHALLENGES

There are a number of priorities that we must continue to address to achieve the outcomes outlined within our SOA and “Ambitious for the Borders”. However, there are a number of challenges facing us.

Our priorities relate to both externally and internally facing services. A number of the identified priorities can only be addressed if we change the way we work and, in many cases, work more closely with our partners. Quality of life is still at the heart of all we do and we will always ensure that we continue to deliver high quality services to those who most need them.

### The priorities driving our business continue to be:

- Priority 1:** Encouraging sustainable economic growth
- Priority 2:** Improving attainment and achievement levels for all our children and young people, ensuring an inclusive approach\*
- Priority 3:** Providing high quality support, care and protection to children, young people, adults, families, and older people
- Priority 4:** Building the capacity and resilience of our communities and voluntary sector
- Priority 5:** Maintaining and improving our high quality environment
- Priority 6:** Developing our workforce
- Priority 7:** Developing our assets and resources
- Priority 8:** Ensuring excellent, adaptable, collaborative and accessible public services

\*this priority has changed slightly to align more effectively with the new priorities within our Children and Young People’s Service and the emphasis on taking an inclusive approach.

However, we realise that we must overcome a number of challenges. These challenges vary in scale, from small things that will be fairly easy to address using the resources available to us, to others that will require solutions of scale, different thinking, partnership working and collaboration. The table on the following page summarises some of the main challenges.



## CURRENT CHALLENGES

### ECONOMIC GROWTH

- Low “Gross Value Added”(GVA)- currently 70% of Scottish average per worker, and low wages due to reliance on traditional sectors
- Proportionately less working age people
- Outdated perceptions of the area
- Ongoing infrastructure challenges e.g. roads, broadband and mobile coverage
- Encouraging skills development to provide businesses with right skills
- Encouraging innovation within private sector
- Lack of affordable housing.

### ATTAINMENT AND ACHIEVEMENT

- Implementation of early years requirements from Scottish Government
- Ageing school estate, many small rural schools
- Lack of flexibility around teacher numbers
- Attracting staff to specific communities
- Raising aspirations of young people in most deprived communities and closing the gap
- Attainment of Looked After Children
- Increased number of mental health issues especially for teenage girls.

### SUPPORT, CARE AND PROTECTION

- Proportionally more older people than in Scotland (and increasing)
- Different organisational cultures within those providing care
- Rurality / dispersed service users
- Recruitment and retention of care at home staff and financial implications
- Lack of integrated approach to reducing reoffending.

### COMMUNITIES

- Co-ordination on the ground of resources
- Perceived barriers to community involvement
- Devolving appropriate decision making
- Unknown implication of new Community Empowerment Act
- Broadband coverage and mobile signal in more remote rural areas.

### HIGH QUALITY ENVIRONMENT

- Road condition and the length of the road network
- Diversion of waste from landfill and reducing recycling rates
- Divergent community views on renewable energy, particularly wind farm, projects.

### OUR WORKFORCE

- Demographics of workforce (under-representation of equalities group in some areas)
- Increased labour market competition through railway (but this will also provide opportunities for SBC to recruit senior staff)
- Capacity of Human Resources (HR) team to provide support to a large change agenda across the Council.

### OUR ASSETS AND RESOURCES

- Condition of our estate and location of properties
- Depressed property market in Borders
- Constraints on partners for sharing of assets
- Scottish Government “town centre first” principle
- Procuring suitable contractors to work in a rural area in a strong market
- Private sector competition for staff in project management.

### EXCELLENT, ACCESSIBLE SERVICES

- Outdated ICT
- Difficulty for some partners, tied in to national delivery models, to flex locally
- Customer expectations - 24/7 availability; self-service; online
- Community capacity to take on services.

## 4. MEETING THE CHALLENGES AND ADDRESSING OUR PRIORITIES

Each department within SBC has a range of both external and internal influences affecting the way in which it works.

**For example:**

- *Curriculum for Excellence* has influenced the delivery of education across all age ranges and now, the Wood Commission's "Developing Scotland's Young Workforce" report has brought forward a range of recommendations designed to improve young people's transition into employment
- *Self-Directed Support Bill* is affecting the way that social care services are delivered, with clients making decisions about and managing their own budgets
- *Community Justice (Scotland) Bill* will require local strategic planning and delivery of community justice services through Community Planning Partnerships (CPPs)
- Our Information and Communication Technology (ICT) is adversely affecting the way we can deal with customers in some areas e.g. around digital transactions
- The properties we own are not all suitable for their current use, and don't always provide the best customer experience.

This mixture of external and internal factors, some within and some out with our control, require a range of solutions and innovative ways of working.



**In the last version of the corporate plan we said that there were 3 ways that we were working to address our priorities. This is still the case but the key changes have been outlined on next page:**

1. **THROUGH TRANSFORMATION** – as stated in section 1, we have moved from a **Business Transformation** programme to a wider **Corporate Transformation programme**. Our Corporate Management Team (CMT) has agreed leads for each of the 17 programmes of work, who will be accountable for the development and delivery of their programme/project. Each of the Transformation projects are embedded in relevant service area's Business Plan so actions and performance measures will be reported on from the Council's performance management system - Covalent.

CMT is dedicating one day per month to focus on the Corporate Performance of the Council where they will consider delivery of the Corporate Transformation Programme, service performance across the Council (against our eight priorities) as well as financial performance. In considering these areas together, not only will CMT be making sure the Corporate Transformation Programme is being delivered as planned and delivers the level of savings required over the next five years, but that any changes made improve quality of life for many Borders residents.

2. **IN PARTNERSHIP** – this is still vitally important and our Community Planning Partnership is now structured around themes to address the 3 partnership priorities for the Scottish Borders (as stated in our Single Outcome Agreement (SOA) with Scottish Government) which are:

- Growing our Economy;
- Reducing Inequalities;
- Maximising the impact from the low carbon economy;

In addition to theme groups addressing each of the above priorities through the development of strategies and action plans, we have a "Future Services Reform" group, who are developing a range of innovative ways of working in partnership to deliver services that are fit for the 21st Century. Projects that are developed need to take account of the increasing demand for services (due to an ageing population), shrinking resources and increased public expectations. Some of this work relates closely to parts of our Corporate Transformation programme, around joint assets, co-location and workforce transformation.

3. **THROUGH CONTINUALLY IMPROVING SERVICE DELIVERY** – much of the work undertaken by staff will continue and we will ensure that high standards continue to be achieved, even if services are being redesigned as part of a wider transformation programme. Services involved with education, winter road maintenance, caring for older people, adult protection and protecting children at risk will continue to be of paramount importance throughout this period of change and budget reduction.

**Annex 1 provides a snapshot of how we are doing against each priority so far and the things we need to focus on moving forward.**

More detail of the actions we are taking can be found within service business plans, which can be accessed at [www.scotborders.gov.uk/businessplans](http://www.scotborders.gov.uk/businessplans)



## RECENT EQUALITIES AND DIVERSITY WORK

In taking these priorities forward, SBC continues to ensure that equalities and diversity, through our equalities mainstreaming approach and embedding our Equalities Outcomes, are considered across all 8 Priorities and the work we do to address these priorities.

*We seek to embed equality, diversity and human rights into all Scottish Borders Council services, functions and business, enabling the organisation to demonstrate its explicit commitment to equality, diversity and human rights (taken from SBC Equality Scheme 2012-2016).*

Late in 2014, we undertook a self-evaluation survey with all service managers and have used the results to define specific actions within service business plans that help us to ensure we are addressing our duties under the Equality Act more effectively. A Corporate Equalities Officers Forum, chaired by Service Director Neighbourhood Services, is also now in place to ensure that the necessary training and processes are in place.

Our Equalities Mainstreaming Update report update was presented at Council in April 2015 and can be accessed at [www.scotborders.gov.uk/downloads/download/2498/equalities\\_mainstreaming\\_update\\_report\\_2013-2015](http://www.scotborders.gov.uk/downloads/download/2498/equalities_mainstreaming_update_report_2013-2015)

### **This report highlights areas where we have made improvements, for example**

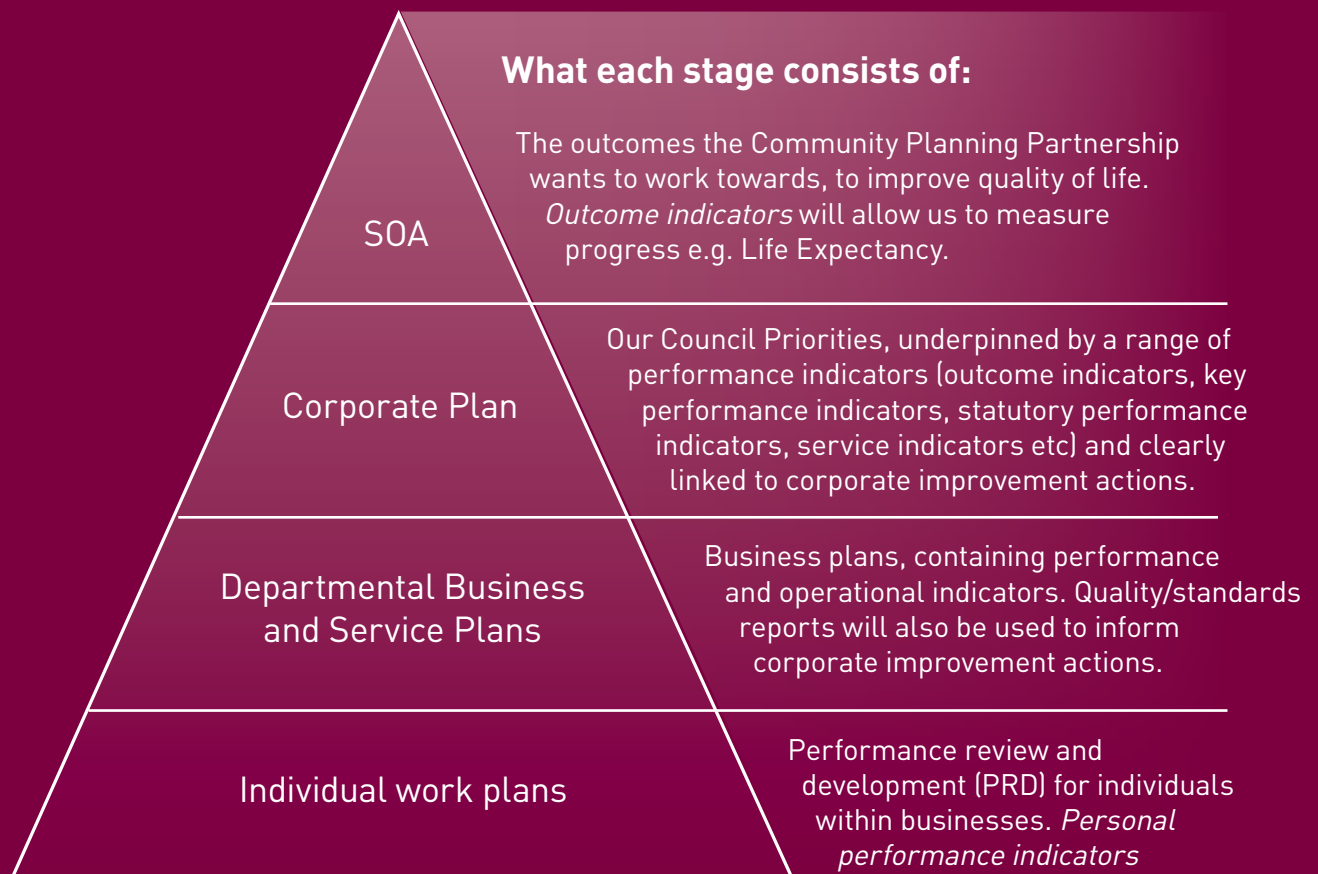
- The introduction of a **Gypsy Travellers Initiative** to improve the way we engage and support this community
- The provision of **crèche facilities** for participants on health improvement courses
- **Assistance for householders** who are unable to present their wheelie bins for collection
- The introduction of “**community benefits clauses**” in SBC contracts to maximise the impact of our spending in the local community
- **Review of our Human Resource (HR) policies, procedures and processes** to make sure they meet the equality act legislation.

As well as equalities and diversity, we continue to embed **sustainability, rural proofing** and **health and well-being** in all policies and actions.

# SCOTTISH BORDERS COUNCIL CORPORATE PLAN 2013-2018

## 5. MONITORING PROGRESS

To address our priorities effectively, we continue to ensure that business plans for each service area, the subsequent team plans and individual work plans take account of the 8 corporate priorities and are linked together, as well as each stage within the planning hierarchy shown below having its own monitoring arrangements:



A **Performance Management Framework** was developed in line with this Corporate Plan back in April 2013 (found in **Annex 2**, and amended slightly to reflect changes in our committee structure) and is now monitored by the Council's Executive Committee on a quarterly basis and by the Corporate Management Team on a monthly basis. This framework covers all levels of performance reporting, from the high level outcome indicators in the SOA e.g. *Median earnings* to indicators used within individual Council services e.g. *occupancy rate of industrial units*.

It is critically important that we continually listen to customer feedback from service users and to the views of Scottish Borders residents about how satisfied they are with both quality of life in general and with the quality of services provided by SBC. There is a range of ways that we do this, from input and feedback from service users (for example for clients of our Welfare Benefits Service), to our Household Survey which is being undertaken this year, with results available in August/September 2015. It is therefore vital that we consider both qualitative information to monitor progress e.g. service user experience as well as quantitative information e.g. *number/volume of service users*.

The various levels of performance information within the Performance Management Framework feature in **Covalent**, the Council's performance management software. The Council's business plans reflect the Corporate Priorities and are underpinned by the Performance Review and Development (PRD) process, which establishes clear performance expectations for individuals that are aligned to the operational and corporate objectives.

In conjunction with performance monitoring, self-evaluation continues to be a key part of performance management and the continuous improvement process. The outcomes of self-assessment and improvement actions required are written into service business plans for the coming year.

### **Annex 1: Delivering against our Priorities- 2 years on**

For each of our 8 Corporate Priorities, Annex 1 presents what we have achieved since April 2013, our performance, the wider impact we are having and our priorities for the future.

### **Annex 2: Revised Performance Management Framework**

Due to changes both internally within SBC (to our corporate structure, and to our Committee Structure) and externally (for reporting to Scottish Government and for our Community Planning Partnership), Annex 2 revises our Performance Management Framework to reflect these changes.

# DELIVERING AGAINST OUR PRIORITIES - 2 YEARS ON

Scottish Borders Council has made significant progress against its eight corporate priorities over the last 2 ½ years. As well as delivering a range of key projects, service performance has improved across a range of areas, and these things combined are having a wider positive impact on individuals, communities and businesses in the Scottish Borders.

Our 8 corporate priorities continue to guide our work, and below is a summary of the progress made, in terms of the projects we have supported or delivered, and our performance. It also lets you know what we are focusing on for the future.

Full details available at: [www.scotborders.gov.uk/corporateplan](http://www.scotborders.gov.uk/corporateplan)

## PRIORITY 8: EXCELLENT PUBLIC SERVICES

### Progress

- **97% of Freedom of Information Requests** were responded to on time (up from 77% in 13/14)
- **Closed 81.4% of Stage 1 complaints** within 5 working days (up from 76.6% in 13/14)

### ICT

customer focus  
online services  
partnership

future priorities

## PRIORITY 1: ECONOMIC GROWTH

### Progress

- Committed **£7.6m** and secured significant partnership resources to maximise the benefits of the Borders Railway
- Helped create **477 businesses** and awarded **£484k** in business grants/loans
- Delivered **134 affordable homes**, on track to deliver target of 300 by end March 2016
- Invested **£4.2m** in next generation broadband with a further **£4.2m** this year

### railway

connectivity  
investment  
skills  
housing

future priorities

## PRIORITY 2: ATTAINMENT AND ACHIEVEMENT

### Progress

- **94.3%** of our school pupils went into a positive destination - **4th highest in Scotland**
- **34.3%** of S6 pupils attained level 5 (highers) or above - better than the national average

### inclusion

attainment  
achievement  
leadership

future priorities

## PRIORITY 7: OUR ASSETS AND RESOURCES

### Progress

- Occupancy rates in Council industrial/commercial properties were at **91% in Q4 14/15** (up from 90% in 13/14).
- The Council **sold 18 properties** realising almost £1m to invest in services

### buildings

energy efficiency  
capital investment

future priorities

## OUR VISION

“ We seek the best quality of life for all the people in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities. ”

## PRIORITY 3: SUPPORT, CARE AND PROTECTION

### Progress

- **98%** of clients received services within 6 weeks of being assessed (14/15) exceeding the target of **95%**
- **6%** of adults now manage their own care budget

### support

independence  
joined-up care  
health

future priorities

## PRIORITY 6: OUR WORKFORCE

### Progress

- During 2014/15, employed **28 Modern Apprentices**, ten employability fund posts, six supported employees and a range of student placements

### benefits

communication  
staff development  
flexibility

future priorities

## PRIORITY 5: OUR HIGH QUALITY ENVIRONMENT

### Progress

- Invested **£5m** in energy efficient LED street lighting
- **50.8%** of waste recycled at our Community Recycling Centres in Q3 14/15 - up from 47.97% in Q3 13/14

### waste

spend to save  
low carbon

future priorities

## PRIORITY 4: OUR COMMUNITIES AND VOLUNTARY SECTOR

### Progress

- Awarded **49 Community Grants** worth £150k, supporting projects totalling £980k
- Awarded **12 Landfill Communities Fund Grants** worth £221k, supporting projects totalling £1.5m

### local focus

co-production  
rural connectivity  
communities

future priorities

01

## ENCOURAGING SUSTAINABLE ECONOMIC GROWTH

### Since April 2013, we have:

- Worked in partnership to deliver the **Borders Railway**
- **Committed £7.6m** and secured significant partnership resources (including from Scottish Government, Scottish Enterprise and Transport Scotland) to maximise the benefits of the Borders Railway, through the "Borders Railway Blueprint"
- Delivered **134 affordable homes across the Scottish Borders**, and are on track to deliver our total target of 300 by the end of 2015/16
- **Awarded almost £300k to local businesses** through loans and grants
- Moved the Business Gateway service into the Council and **helped create almost 250 business** each year, through our Business Gateway service
- **Invested £4.2m in next generation broadband** for the Borders, with an additional £4.2m committed for **2016/17**, aimed at achieving 94% coverage
- Lobbied for and determined 2 Mobile Improvement Project Sites (MIPS) for planning permission, for mobile signal improvements in rural areas.
- Produced a new Local Development Plan to guide and facilitate land and building development
- Developed the Scottish Borders "LEADER" programme 2014 – 2020 worth £4m, to support rural communities



### Our Performance

#### Invoices paid to suppliers

**93% of invoices now paid within 30 days** (up from 90% in 13/14)

#### Business Gateway

**242 business start-ups** during 14/15 (up from 235 in 13/14)



#### Business grants/loans

**112 grants** awarded since 2013 (totalling £326k)

**15 loans** awarded since 2013 (totalling £158k) creating at least 35 jobs and safeguarding over 75

#### Jobs for young people

**158 job opportunities** created through our Youth Employment Scotland scheme

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### Our Priorities for the future

- Deliver the actions in the Borders Railway "Blueprint" (including a central Borders Business Park, Great Tapestry of Scotland building, and inward investment activity) and completion of the Galashiels Transport Interchange
- Continue to lobby for improved digital connectivity (broadband and mobile) for the whole region, both in towns and rural areas
- Work with partner councils to secure a "City Deal" for the South East of Scotland, aimed at delivering economic growth through Government investment
- Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach
- Work with partners across the South of Scotland and in the North of England
- Engage with businesses and partners to develop young people's skills for work
- Use SBC-owned Bridge Homes to provide affordable housing (£20m programme)

### What wider impact are we having?

- More people are in work - the employment rate has increased from 74% to 78%, significantly higher than the Scottish and national rates
- Less people are claiming Job Seekers Allowance (16-64 year olds) down from 3% to 1.8%, now below the Scottish average
- We are better connected through the Borders Railway, investment in Broadband, and improvements to mobile infrastructure
- Some success with broadening the business base through inward investment.





02

# IMPROVING ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE

## Since April 2013, we have:

- Implemented Curriculum for Excellence and new qualifications framework across all schools
- Built a new primary school in West Linton and upgraded Peebles High School Sports Facilities
- Successfully completed the "Next Generation for Learning" IT refresh within schools
- Worked with our partners to guarantee every young person leaving school in the Scottish Borders the choice of a job, training or a further education opportunity through the "Borders Guarantee"
- Developed a strategy for young carers to ensure they are supported and are involved in decisions that affect their lives
- Enhanced access to leisure facilities and sports participation for our Looked After Children and young people
- Established Early Years centres in Langlee and Philiphaugh, with Burnfoot and Eyemouth following soon
- Delivered Scottish Government's teacher number requirements and the provision of extra hours of early learning and childcare (600 hours per year per child)



## Our Performance

### Attainment

**34.3%** of S6 pupils attained level 5 (highers) or above (2015)  
Our pupils continued to **attain better than the national average**

### Pupils excluded from school

**92** pupils in Q4 2014/15  
(down from 129 in Q4 of 13/14)

### PE in Primary Schools

**94%** now meeting the Scottish Government target of 2 hours (up from 78% in 13/14)

### Attendance

**96%** for primary  
(above Scottish average)

**93%** for secondary  
(above Scottish average)

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



## What wider impact are we having?

- 94.3% of our school pupils went into a positive destination in 2014 (4th highest of all 32 councils in Scotland, up from 91.2% in 2013) and 94% sustained this destination 6 months on
- Fewer young people are claiming Job Seekers Allowance (8% to 4% in two years) but we are still slightly above the Scottish average
- The number of children being looked after by relatives or close family friends ("kinship care") has increased but we need a significant increase in Borders foster care placements for our looked after children and young people

## Our Priorities for the future

- Through our Children & Young People Transformation Programme, improve the learning experience and opportunities for our children and young people through early intervention and prevention, a fit for purpose school estate and more integrated and streamlined management and administration
- Focus on leadership and professional growth programmes for the staff within our service
- Delivery of new schools in Kelso, Duns and Langlee, Galashiels
- Work with partners to implement the actions in the Developing Scotland's Young Workforce; Youth Employment Strategy (looking specifically at schools & pathways, college, modern apprenticeships, and employer led "invest in young people" groups)



03

## PROVIDING HIGH QUALITY SUPPORT, CARE AND PROTECTION TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE

### Since April 2013, we have:

- Established processes for integrating Health and Social Care, in partnership with NHS Borders to meet legislative requirements
- Grown the uptake of Self Directed Support, enabling people to manage their own care budgets (currently 349 cases)
- Implemented a new programme of training, work experience and Modern Apprenticeships to support young people leaving care into positive post school destinations
- Launched "SB Cares", a wholly owned Council care company, aimed at providing a wide range of services for adults who require care
- Secured additional funding for the Domestic Abuse Pathway Project until March 2016, aimed at addressing the needs of high risk victims
- Worked in partnership to help people through reforms to the welfare system
- Agreed actions to sustain improvement in the quality of care homes
- Reviewed and improved public protection arrangements to keep vulnerable people safer
- Put plans in place for new Additional Support Need (ASN) facilities for children and young people in Galashiels, Duns and Earlston, providing support in the Scottish Borders



SB cares



### Our Performance

#### Clients receiving services within 6 weeks of assessment

**98%** during Q4 14/15 (exceeding target of 95% since 2013)

#### Welfare Benefits

**£6.121m** monetary gains for clients in 14/15 (£6.127 during 13/14, despite significant welfare reforms)

#### Self-Directed Support (SDS)

**6%** of adults now manage their own care budgets (up from 4% in 13/14)

#### Looked After Children (age 12+)

**74%** of the children SBC is responsible for looking after were in a family base placement\* in Q4 14/15 (down from 76% in Q4 13/14)

\*as opposed to residential placement

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### What wider impact are we having?

- We're helping people to live independently, with the support they require
- We've worked with partners to ensure the ongoing protection of children and adults
- Helping people gain the benefits they were entitled to has helped to improve their quality of life, as well as aid the local economy
- We have achieved consistently high inspection results for our children's residential care (highest possible score achieved in 2015), supported carers service, foster care and permanence (adoption) planning

### Our Priorities for the future

- Deliver the full integration of health and social care services to improve outcomes for service users and carers
- Review our Adult Services strategy for supporting independence
- Review specialist support for children and young people who require our assistance, for example a child with a learning disability
- Work with partners to ensure the smooth transition of the work currently overseen by the Community Justice Authority to the Scottish Borders Community Planning Partnership, focusing on a reduction in re-offending.
- Develop a strategy in partnership to ensure everyone has the chance to enjoy good health, no matter where they live in the Scottish Borders



04

## BUILDING THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR

### Since April 2013, we have:

- Helped 30 of our 67 community councils develop “Resilient Community” plans, with another 20 progressing well (these plans enable communities to better prepare, organise and respond to emergency situations)
- Launched SB Alert, an online, secure, two way community messaging system (for crime and weather warnings, and traffic information)
- Awarded 107 community grants, totalling almost £332k
- Supported community groups to gain £6.87m National Lottery Funding
- Approved a “Localities” pilot in the Cheviot area, aimed at improved co-ordination and delivery of services
- Transferred 6 assets to the community through either a sale or long term lease arrangement
- Worked with voluntary sector organisations, supported by the Scottish Government, to develop a plan that improves the way we work together resulting in a better service to the community
- Through the Scottish Government “Change Fund”, built community capacity teams to support community based local solutions focused on older people for example gentle exercise classes
- Ongoing lobbying and advocacy for superfast broadband in rural areas



### Our Performance

#### Resilient Community Plans

**30** communities now have active plans (up from 22 in 13/14)

#### SB Alert (online emergency messaging)

**2,098** registered participants since launch in 2014

#### Funding for community projects - during 2014/15, we awarded

49 Community Grants worth **£150k** (supporting projects totalling £980k)

12 Landfill Communities Fund Grants worth **£221k** (supporting projects totalling £1.5m)

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### What wider impact are we having?

- Communities across the Scottish Borders are better prepared for emergency situations, with 5 plans activated across the region earlier in 2015 during snow and high winds, and others tested during exercises (Hutton and Paxton and Clovenfords)
- The £332K we awarded through our Community Grant Scheme contributed to total project costs of over £2million, with benefits for local businesses and communities

### Our Priorities for the future

- Develop a strategic approach to “co-production”, where service users and communities are more involved in service design and delivery
- Pilot our “Localities” approach in the Cheviot area (Kelso, Jedburgh and surrounding areas), and roll the approach out across the Borders
- Fully develop our Community Learning and Development (CLD) Strategic Plan 2015-18, aimed at improving life chances and quality of life
- Ensure that SBC is responding proactively to the Community Empowerment Act passed by Scottish Government in June 2015.
- Use Joseph Rowntree funding to look at the impact of Climate Change on disadvantaged groups
- With partners, pilot superfast satellite broadband to 1,000 customers in so called ‘white postcode areas’ ie areas with only basic broadband



05

## MAINTAINING AND IMPROVING OUR HIGH QUALITY ENVIRONMENT

### Since April 2013, we have:

- Replaced 2,600 street lights with LED energy efficient lanterns
- Developed a variety of waste and recycling facilities and services so communities can work with us to meet our recycling targets
- Installed landfill gas management systems at the Council's closed landfill sites, with environmental benefits
- Generated and exported around 0.6 to 0.7 Mega Watts of green electricity via the landfill gas management system
- Completed flood protection work in Galashiles and made significant progress in Selkirk
- Embarked on a review of our parks and open spaces involving extensive community and member engagement
- Set up a joint Police, Fire and Safer Communities Board which meets quarterly to scrutinise plans, performance and progress
- Installed Electric Vehicles charge points (including rapid chargers), across the Scottish Borders
- With partners, approved a Scottish Borders Low Carbon Economic Strategy and Action Plan
- Implemented a Town Centre Heritage Initiative in Kelso and commenced a Conservation Area Regeneration Scheme in Selkirk



### Our Performance

#### Street lighting

**99%** of reported faults fixed within 7 days (up from 98.5% in 13/14)

#### Community Recycling Centres

**50.8%** of waste recycled in Q3 14/15 (up from 47.97% in Q3 13/14)

#### Household waste recycled

**36.03%** in Q3 14/15 (down slightly from 39.27% in Q3 13/14)

#### Road Condition

**45.5%** of our road network now requires maintenance (up from 43.5% in 13/14)

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### What wider impact are we having?

- Our street light replacement programme is saving money and helping us meet our Climate Reduction Commitment more effectively
- Communities at risk of flooding are better protected through our flood protection works
- With one of the highest concentrations of rapid electric car charge points in Scotland, we are enabling wider usage of electric cars by SBC, residents and visitors ([www.chargeyourcar.org.uk](http://www.chargeyourcar.org.uk))
- Kelso's town centre has been improved significantly, with economic, social and environmental benefits

### Our Priorities for the future

- Revisit our waste strategy to create efficiency savings, reduce expenditure and provide additional income through the implementation of a revised strategy that is financially and environmentally sustainable
- Implement "spend to save" energy efficiency schemes across the Council estate (including street lighting replacement, and electric vehicle use across SBC)
- Delivery of Low Carbon Economic Strategy Action Plan with community planning partners



## 06

## DEVELOPING OUR WORKFORCE

## Since April 2013, we have:

- Successfully implemented a Work Opportunities Policy to provide a range of supported work opportunities across SBC
- Launched SB Learn, an online learning resource for Council staff
- Gained Investors in People (IIP) for the 2nd time
- Negotiated and implemented revised Terms and Conditions
- Introduced a number of improvements across SBC to meet our equalities duty more effectively for example assistance for house holders who are unable to put their wheelie bins out for collection
- Introduced flexible/home working for many of our staff and adopted "hot desking" facilities to allow a reduction in office space required



## Our Performance

% working days lost  
**4%** or below during 14/15  
(down from 4.2% during 13/14)

Highest paid 5% employees  
**43.08%** are women  
(up from 41% in 13/14)

## SB Learn (staff online learning tool)

**3,335** registered users  
(launched during 13/14)

## Modern Apprentices

**28** employed within SBC during 14/15

**10** posts to help 16-25yr olds back into work

**6** supported employees (e.g. with disability), and a range of student placements

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



## What wider impact are we having?

- New and widened employment opportunities within SBC for young people leaving school, including our Modern Apprentices, and for those with specific support needs
- A more sustainable workforce in relation to budget challenges
- A better trained workforce through introduction of online resources

## Our Priorities for the future

- Supporting staff development through workforce and succession planning
- Developing our employee benefits strategy
- Improving employee engagement and communication
- A review of the way in which our staff work, where they work, when they work and the technology they need in the future



## 07

## DEVELOPING OUR ASSETS AND RESOURCES

### Since April 2013, we have:

- Commenced developing a master plan with partners for the former Eyemouth High School site and completed demolition of around 90% of the old high school, with the remainder planned to be demolished by Summer 2016 (once the internet mast has been relocated)
- Demolished the former Earlston High school to make the site ready for housing development, in accordance with the established Planning Brief
- In consultation with Historic Scotland, developed a draft master plan for the redevelopment of the listed Kelso High School, for when the school relocates to its new site. This was shared with Kelso Community Council, who responded positively
- Undertaken a variety of work to improve the energy efficiency of our estate, including building fabric updates and thermal efficiency work
- Sold 18 properties and realised almost £1m from property sales
- Approved an "Adding value to communities through procurement" policy and appointed a Community Benefits Co-ordinator to ensure we get the most for our communities from every pound spent by SBC



### Our Performance

#### Industrial and Commercial properties

**91%** occupancy rates in Q4 14/15 (up from 90% in 13/14)

#### Procurement Capability Assessment\*

**65%** score from Scottish Government (up from 58% in 13/14)

\*A measure used by Scottish Government to assess the effectiveness of a Council's procurement function, to focus on improvement

#### Council tax collection

**96.52%** for 14/15 (little change from 13/14; continues to be one of the highest rates in Scotland)

#### SBC Energy costs (what SBC spends on Electricity, Gas, Oil, LPG and Biomass)

**£3.65m** in 2014/15 (up from £3.285m in 2013/14)

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### What wider impact are we having?

- By generating income from our commercial properties and from collecting council tax, we are able to continue to invest in services
- Improvements to the way we buy goods and services are benefiting local suppliers
- By working *with* suppliers, we have seen a range of employment opportunities for your people be created. For example Redpath Tyres offered a local young person a work experience opportunity. Following this very successful placement the young person was recruited as a full time Modern Apprentice in their Kelso depot and a second Modern Apprentice has been recruited.

### Our Priorities for the future

- Pursue opportunities around the rationalisation of our estate in order to ensure that we only retain the property we need to deliver services efficiently and effectively
- Explore the possibilities for joint delivery and co-location of services with partners, and the sharing of our property and assets
- Focus on strategic "Spend to Save" projects and initiatives, including a wide range of projects for the estate to save on energy costs
- Focus on a further significant reduction of the office footprint in conjunction with the further adoption of changed working practices so we don't need as many buildings, and so staff can work more flexibly e.g. from home or using mobile devices when visiting customers
- Review of Capital programme, project processes and structure of internal team and external support to ensure best value, robust programme and project delivery



08

## CONTINUING TO PROVIDE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

### Since April 2013, we have:

- Brought the majority of calls to Council services into our "Customer Services" team, with a reduction in calls being abandoned by the customer
- Implemented a new complaints procedure and public report, submitted to the Scottish Public Sector Ombudsman, with a focus on how complaints have helped us improve
- Integrated five of our Customer Contact Centres and libraries, providing a range of services under one roof (Kelso, Jedburgh, Duns, Coldstream, Innerleithen), creating a "one stop shop" for the customer
- With partners, developed an Integrated Sustainable Transport project and board, chaired by the Chief Executive of Berwickshire Housing Association to improve and join up passenger transport services across the region
- Started a major review of Cultural Services to ensure sustainability into the future as well as encouraging a more demand led and enterprising approach to high quality service provision



### Our Performance

**Freedom of Information requests (FOI)**

**97%** responded to on time  
(up from 77% in 13/14)

**People contacting SBC by telephone or face to face**

**46,690** in Q4 14/15  
(down from 51,250 in 13/14)

### Complaints

**619** received during 14/15  
(up from 557 during 13/14)

**Complaints closed at Stage 1**

**81.4%** closed within 5 working days during 14/15  
(up from 76.6% in 13/14)

Further performance information is available at:  
[www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance)



### What wider impact are we having?

- The introduction of a new **Complaints Handling Procedure** is helping us to make improvements across all services
- Our **0300 100 1800** number is helping people to reach the service they need more effectively by acting as the first point of contact for the customer
- Many services are now available online:

Click before you call

[www.scotborders.gov.uk](http://www.scotborders.gov.uk)

### Our Priorities for the future

- Deliver information sharing requirements across partners
- Review service delivery and Trust models to develop more cost effective service delivery models, for example joint ventures
- Involvement of communities from the outset in the development, design and delivery of service in a co-production approach
- Continued roll out and development of modern customer services across the Council
- Agreed approach to process improvement applied across a range of service areas
- Implement modern ICT systems that support us to deliver services to the customer more efficiently and effectively and help save money
- Expand and update our online services for people who are applying for planning permission or building warrants



# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK





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# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 1. PURPOSE

This updated document details the Performance Management Framework (PMF) that enables Scottish Borders Council (SBC) to monitor and report progress against the priorities identified with Community Planning partners (and currently defined within the Single Outcome Agreement) and within the SBC Corporate Plan.

It reflects changes both internally within SBC (to our corporate structure, and to our committee structure) and externally (for reporting to Scottish Government and for our Community Planning Partnership), and revises performance management arrangements accordingly.

# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 2. PERFORMANCE MANAGEMENT

Effective performance management is critical to the success of any organisation, including Local Authorities. It provides a framework to achieve aims/objectives and promotes the continuous improvement of services provided to the public. In terms of best practice, Local Authorities that are recognised as having good performance management in place demonstrate the following characteristics:

- A focus on community priorities, based on facts about customer and citizen need;
- A strong shared vision of what the organisation is trying to achieve, which is effectively communicated within the organisation;
- Robust and effective planning systems linked to the allocation of resources;
- Clear measures demonstrating the impact of delivery;
- Accountable staff empowered to act within a clear managerial framework;
- Robust financial management arrangements in place.

Central to this is having a systematic approach to performance monitoring, which is also a core concept of Best Value. Essentially:

- Performance, including financial performance, is systematically measured across all areas of activity;
- Performance information is accurate, up to date and rigorously monitored;
- An effective system is in place for addressing areas of under performance;
- Performance is systematically reported.

## SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

### 3. SINGLE OUTCOME AGREEMENT FOR THE SCOTTISH BORDERS

Single Outcome Agreements (SOA) require us to focus on assessing the impact that the collective actions of the Community Planning Partnership (CPP) are having on quality of life for people in the Scottish Borders.

As the basis for the SOA, the Government has set out 16 National Outcomes which all 32 local authorities and partners must use as the basis for their strategic planning, as well as 6 policy priorities (part of the revised SOA Guidance, Dec 2012).

However, critical for the SOA is a keen understanding of place. Only through the analysis of data, ongoing community engagement, household surveys, audit and inspection and the continuous monitoring of performance can a CPP assess what is a priority for an area, and what is required to be the focus of its collective activity. Equally, this keen understanding of place and of organisational performance is vital to SBC when it comes to planning at both a corporate level and at a business planning level.

In September 2013, after reviewing a huge range of evidence (collated into a Scottish Borders Strategic Assessment), SBC and Community Planning Partners defined 3 key priorities for its SOA, which are:

- Growing our economy
- Reducing Inequalities
- Maximising the impact of the Low Carbon Agenda

The Community Planning Partnership structure, and therefore reporting requirements, changed at that time to reflect the 3 priorities specified within the SOA\*.

*\*Reporting requirements around SOA are set to change again in the very near future, with the passing of the Community Empowerment Act but details are still to be confirmed by Scottish Government.*

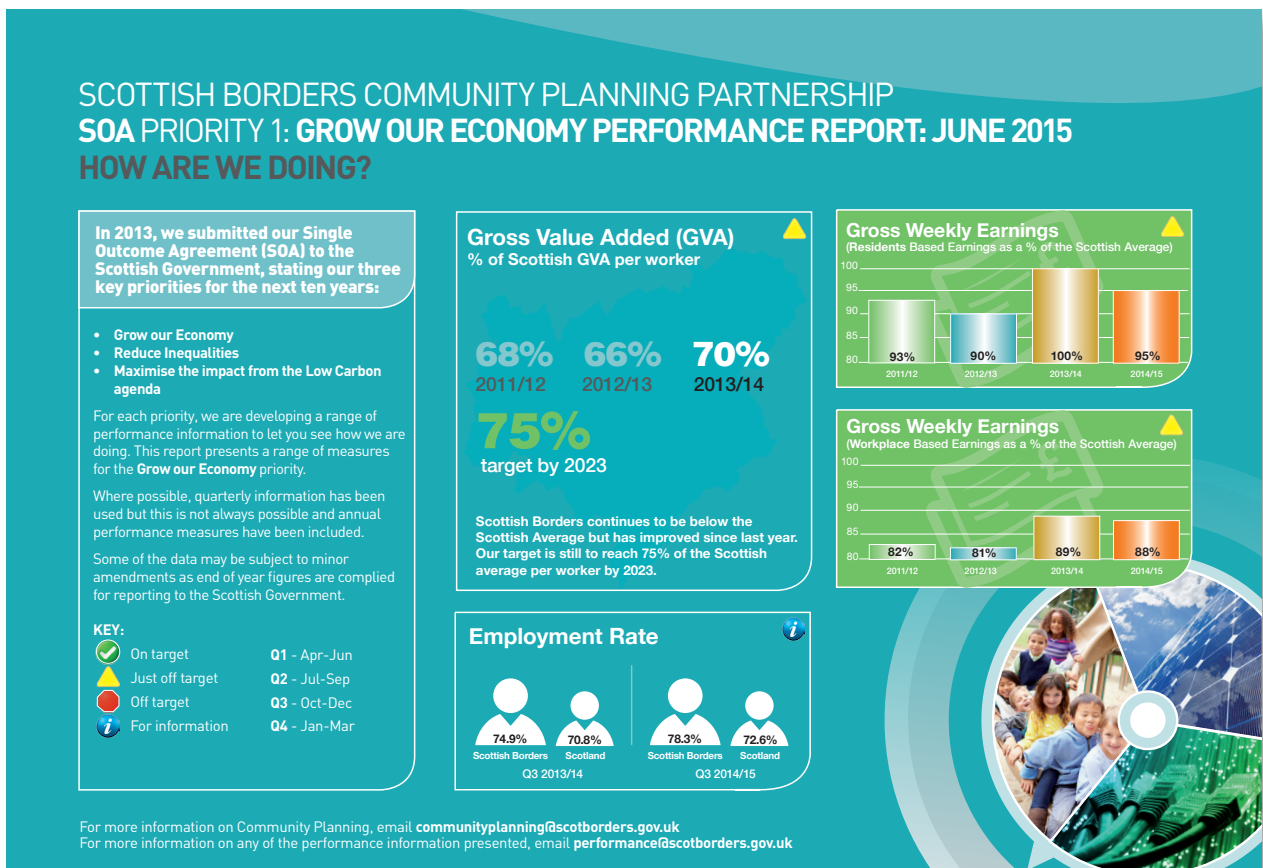
Currently, three CPP theme groups oversee programmes of work relating to each priority as follows:

THEME GROUP	CHAIR	PRIORITY ADDRESSED
Economy and Low Carbon	SBC Corporate Transformation and Services Director	Grow our Economy; Maximise the Impact of the Low Carbon Agenda
Reducing Inequalities	SBC Depute Chief Executive (People)	Reducing inequalities- working to reduce the gaps that exist between our least and our most deprived communities
Future Service Reform	Chief Executive, Eildon Housing	Addressing the way we work with partners to improves services and create efficiencies

The Scottish Government has less interest in the activity being undertaken to drive a change in performance - they have more interest in the impact of this activity (i.e.) improved performance. Therefore, at the front of our performance framework are outcome indicators that have been developed nationally and that can show what progress is being made in the Scottish Borders by the community planning partnership. For effective monitoring and reporting, it is also important to capture the activity taking place in partner organisations (i.e.) the high level work that influences a change in the Performance Indicators, and this is done by the Theme Groups, through the monitoring of action plans in conjunction with performance information.

A performance framework has been developed for the “Grow our Economy” priority, and is being developed for the other 2 priorities- see **Exhibit 1:**

**Exhibit 1: Grow our Economy**



A variety of robust performance measures, both short and long term, is the means by which we can assess, monitor and evaluate the impact of our actions. Performance information should allow key decisions makers, managers and the public to assess the effectiveness of our activities and, when used on an ongoing basis, should allow business decisions to be taken.

**But it can only be effective when:**

- it is linked at all levels and to key actions (from the high level strategic to departmental business plans);
- it is maintained by all who are involved;
- it is regarded as useful by those who are making decisions.

As well as partnership priorities, SBC also has 8 corporate priorities that must be addressed and are articulated in our Corporate Plan. Sometimes, these priorities will be addressed by the work we do in partnership but sometimes they will be addressed by the work that we undertake ourselves. Some of the outcome indicators used to monitor progress for SBC will be common to the SOA (for example around affordable housing) and some will be specific to SBC services (for example planning applications). Performance indicators relating to the Council's priorities form part of this Performance Management Framework and are reported to Council Executive Committee each quarter. An example is provided at **Exhibit 2:**

**Exhibit 2: Encourage Sustainable Economic Growth**



Performance Indicators (PIs) will not move in a positive direction unless work is done to influence them (e.g.) the targets set for recycling rates will not be achieved, unless work is undertaken specifically to meet these targets. Capturing the work that directly influences the PIs, whilst not important for Government, is important for our internal reporting and monitoring and gives assurance that any targets set can be achieved.

## SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

# 4. ALIGNMENT OF ACTIVITY TO THE SOA AND SBC CORPORATE PRIORITIES

Our SOA is currently\* the overarching strategic planning document for the Borders, allowing our Community Planning Strategic Board to monitor and evaluate progress, through a robust set of outcome indicators (which form part of this Performance Management Framework). The Scottish Government has used the SOA to monitor our progress.

Each partner within the CPP will also undertake work that contributes to the national outcomes but is not directly part of the SOA. For example:

- Borders College will deliver training that has a positive impact on employability outcomes for young people
- NHS Borders will provide clinical services that have a positive impact on health outcomes.

**Exhibit 3** sets out how SBC's priorities align with both the SOA priorities and the Scottish Government's national outcomes.

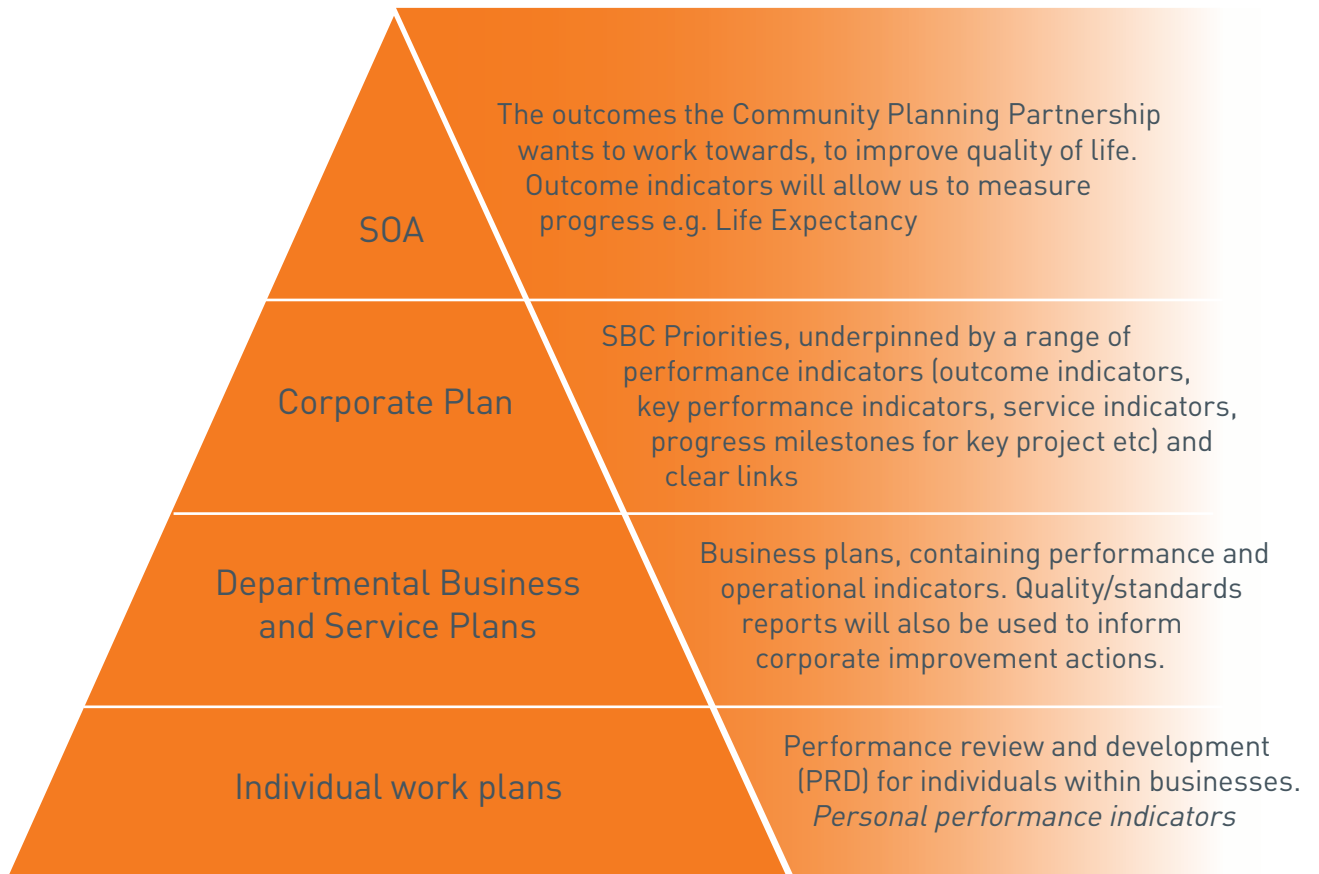
Whilst we may have some involvement in and influence on what our partners do, the delivery of their core service will be contained within their own corporate planning arrangements. The same is true for SBC. Our Corporate Plan covers not only what we do in partnership, but what we need to deliver as core business. Increasingly however, the way in which we deliver services, both on our own and within partnerships has to change to meet both customer expectations and the constrained financial context facing public services. This complex transformation agenda must be reflected in our actions and form part of our Performance Management Framework, allowing services and individuals to see how they contribute to the bigger picture- see **Exhibit 4**

*\*The Community Empowerment Act (June 2015) is going to affect the strategic planning context for SBC and partners and there will be a move from Single Outcome Agreements to "Local Outcomes Improvement Plans" and associated reporting. Details will be confirmed over the next 12 months.*

	NATIONAL OUTCOME	SCOTTISH GOVERNMENT POLICY PRIORITY	COMMUNITY PLANNING STRATEGIC THEMES	COUNCIL CORPORATE PRIORITIES (P)
01:	We live in a Scotland that is the most attractive place for doing business in Europe	Economic Growth and Recovery	Economy and Low Carbon	P1: Encouraging sustainable economic growth
02:	We realise our full economic potential with more and better employment	Employment		
03:	opportunities for our people We are better educated, more skilled and more successful, renowned for our research and innovation			
04:	Our young people are successful learners, confident individuals, effective contributors and responsible citizens		Economy and Low Carbon Reducing Inequalities	P2: Improving attainment and achievement levels for all our children and young people, ensuring an inclusive approach
05:	Our children have the best start in life and are ready to succeed	Early Years	Reducing Inequalities	P3: Providing high quality support, care and protection to children, young people, adults, families, and older people
06:	We live longer, healthier lives	Outcomes for Older People		
07:	We have tackled the significant inequalities in Scottish society			
08:	We have improved the life chances for children, young people and families at risk	Health Inequalities		
15:	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it			
09:	We live our lives safe from crime, disorder and danger	Safer Communities and offending	Economy and Low Carbon	P4: Building the capacity and resilience of our communities and voluntary sector
10:	We live in well-designed, sustainable places where we are able to access the amenities and services we need		Reducing Inequalities	P5: Maintaining and improving our high quality environment
11:	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others			
12:	We value and enjoy our built and natural environment and protect it and enhance it for future generations			
13:	We take pride in a strong, fair and inclusive national identity			
14:	We reduce the local and global environmental impact of our consumption and production			
16:	Our public services are high quality, continually improving, efficient and responsive to local people's needs	Christie Commission Report and recommendations	Future Service Delivery	P6: Developing our workforce P7: Developing our assets and resources P8: Ensuring excellent, adaptable, collaborative & accessible public services

**Exhibit 3: Alignment of our SOA and Corporate Priorities to the National Outcomes**





**Exhibit 4: Alignment of individual and strategic priorities**

# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 5. MONITORING PROGRESS

The purpose of monitoring, evaluating and reporting is to ensure delivery and to demonstrate improvement. The indicators used in the SOA will be reported on an annual basis to the Scottish Government\*. Reporting annually poses no problems because the majority of the PIs in place are updated at least annually. This annual report will be approved by the Community Planning Partnership Strategic Board, as well as SBC and equivalent partner bodies.

*\*the recent passing of the Community Empowerment Act will result in a number of changes to SOA reporting. These are still to be confirmed by the Scottish Government.*

However, because a large number of PIs are only updated annually, this does pose problems for quarterly reporting e.g. to the Community Planning Partnership Strategic Board, and for monthly reporting to Corporate Management Team.

Therefore, the purpose of this more regular reporting should be to promote accountability and provide reassurance that the work in place will deliver the targeted change in the Performance Indicators and if not, allow the opportunity to take any required rectifying action. Reporting must therefore be a mixture of the delivery of activity, AND change in Performance Indicator results.

The table overleaf, in **Exhibit 5**, shows the high level reporting timetable/requirements.

## HIGH LEVEL PERFORMANCE REPORTS

AUDIENCE	REPORT	FREQUENCY	PURPOSE / CONTENT
Scottish Government	Local Outcomes Improvement Plan progress report (replacing Single Outcomes Agreement update)	Annual	The Scottish Government required us to provide a SOA progress report in September of each year including PI results and local outcome narrative. However, this will now be replaced by an annual report on progress against the Local Outcomes Improvement Plan, a new requirement under the Community Empowerment Act and will include the community planning partnership's assessment of whether there has been any improvement in the achievement of each local outcome agreed as a priority for the Community Planning Partnership.
	Locality Plans: progress report	Annual	Under the Act (see above), each community planning partnership must prepare and publish a locality plan progress report each reporting year, setting out the community planning partnership's assessment of progress at a locality level. Details are still to be confirmed.
Community Planning Strategic Board	Single Outcome Agreement (SOA) priority reporting	Twice yearly	Regular report covering performance indicator results for each of the 3 priorities of the CPP and high level partnership activity. For example, around Scottish Borders Economic Strategy and Action Plan, addressing the "Grow our Economy" priority.
Council Executive Committee	Corporate Performance Report (based on Corporate Plan priorities)	Quarterly	Quarterly reports to the Council's Executive on the delivery of the Corporate Plan. Performance indicators are presented under the 8 corporate priorities, using a combination of infographics, technical graphs and commentary from within services. The Council's website is also used to report performance ( <a href="http://www.scotborders.gov.uk/performance">www.scotborders.gov.uk/performance</a> ).
	Local Government Benchmarking (replacing Statutory Performance Indicators)	Annual	Annual comparison report where Scottish Borders Council performance is compared with the other Local Authorities against a range of performance measures. The measures are largely taken from returns already submitted to other bodies (SEPA, CIPFA etc), combined with financial information from the Local Finance Return (LFR), and SBC is still required to make a separate return on 11 measures.
	Annual Complaints Report (for Scottish Public Sector Ombudsman(SPSO))	Annual	Summary of Council Performance against 8 indicators specified by the SPSO. In addition to this annual report, quarterly information on the 8 indicators is included within the quarterly reports to the Executive Committee.
Corporate Management Team (CMT)	Corporate Performance against Corporate priorities	Monthly	Regular performance reports, on the delivery of the priorities in the Corporate Plan, including action being taken to maintain or improve performance
Public Performance Reporting	Annual report of the Chief Social Work Officer	Annual	Report providing an account of decisions taken by the Chief Social Work Officer in the statutory areas of Fostering and Adoption, Child Protection, Secure Orders, Adult Protection, Adults with Incapacity, Mental Health and Criminal Justice. Overview of regulation and inspection, workforce issues, social policy themes, and key challenges for the service.

AUDIENCE	REPORT	FREQUENCY	PURPOSE / CONTENT
Public Performance Reporting	Integration of Health and Social Care	Annual	An annual performance report, which will set out how the Scottish Borders Health and Social Care Partnership is improving the national "Health and Wellbeing" Outcomes. These reports will all need to include information about the core suite of indicators (under development), supported by local measures and contextualising data to provide a broader picture of local performance.
	Standards and Quality Report for Children and Young People's Service	Annual	Annual report on the performance of SBC's Children and Young People's Service, highlighting achievements and identifying areas for improvement
	Annual Report by the Director of Public Health	Annual	Annual report by the Joint Director of Public Health, presenting a picture of health in the Borders (key trends etc) and makes comparisons with both the rest of the UK and with Europe.
	Revenue and Capital budget for annual approval	Annual	All of these financial reports provide a robust financial position statement for the Council at key points in the year.
	Annual statement of accounts, reflecting the Council's unaudited and audited financial position for the year		
	Treasury Strategy and in year and outturn reports		
	Pension fund annual report		
Revenue and Capital monitoring and projected balances reports for Council, Common Good and Charitable Trusts	Quarterly	All of these financial reports provide a robust financial position statement for the Council at key points in the year.	
Pension Fund performance monitoring			

AUDIENCE	REPORT	FREQUENCY	PURPOSE / CONTENT
Public Performance Reporting	Planning Performance Framework	Annual	The framework captures key elements of a high-performing planning service. It gives a balanced measurement of the overall quality of the planning service and is used to drive a culture of continuous improvement. An annual report is prepared, including improvement actions and feedback is received from the Scottish Government.
	SB Connect	3 times a year	Where relevant to articles and features, performance information is provided within this publication, as well as features on how we monitor performance.
	Council Website	ongoing	Performance information is now co-ordinated through a revised performance page ( <a href="http://www.scotborders.gov.uk/performance">www.scotborders.gov.uk/performance</a> ). This page links to the "Scottish Borders Performs" portal (public facing part of Covalent), benchmarking data, as well as significant performance reports produced within services, for example, the Planning Performance Framework.

**Exhibit 5: High level reporting requirements**

## SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

# 6. CAPTURING AND REPORTING PERFORMANCE (USING COVALENT)

The “Covalent” performance management software offers the functionality required to effectively monitor and drive not only SOA delivery, but also the delivery of specific action plans, audits, benchmarking, improvement plans etc. In outline, the mechanism for doing this is as follows:

- Covalent can capture all activity (actions, sub-actions), Performance Indicators and Risks
- These items can be linked together within Covalent – (e.g.) actions linked to PIs. This enables a direct link to be seen between the work being undertaken on the ground and the resulting impact of this work
- Covalent can group elements together (e.g.) the Economic Strategy Action Plan- actions, PIs and Risks can be grouped together
- Specific groupings can be monitored and reported.

Business plan activity can be aligned under either Council Priorities or SOA outcomes, and actions linked to PIs (relating to either the SOA or Corporate priorities).

Covalent enables the grouping of Activity, PIs and Risks together for the purposes of monitoring, evaluating & reporting. Groupings can therefore be used to generate reporting on areas such as:

- SOA
- Early Years
- Economic Development

What is important is the alignment between the SOA outcomes and the priorities in the Corporate Plan, allowing us to monitor and evaluate the impact of our work. The grouping of Performance Indicators or indeed activity is therefore a simple process, allowing management to focus on and monitor/evaluate/report delivery of the most relevant areas.

A public facing module within Covalent is now used to present a range of performance information on the council’s website- this can be found at [www.scotborders.gov.uk/performance](http://www.scotborders.gov.uk/performance) and clicking on “Scottish Borders Performs”.

## SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

# 7. ALIGNING BUDGETS TO THE CORPORATE PLAN

A recommendation from the 2010 Best Value (BV) Audit (by the Accounts Commission) and a recurring theme of other BV audits is the integration of financial and business planning. The Council recognises the benefits which would flow from fully aligned corporate budget and planning processes.

The latest Financial Strategy 2014/15-2018-19, approved by the Council on 6th February 2014, supports the delivery of the Council's Priorities and Corporate Plan. The Revenue and Capital Financial Plan provide a financial representation of these plans covering 5 and 10 years respectively. In order to support the delivery of the Council's priorities the Financial Strategy must:

- a) raise the funds required by the Council to meet approved service levels in the most effective manner;
- b) manage the effective deployment of those funds in line with the Council's corporate objectives and approved service business plans; and
- c) provide stability in resource planning and service delivery.

A revised business planning process (outlined in the next section) involves finance business partners throughout the process, ensuring alignment with the Financial Strategy and the 5 and 10 year financial plans.

# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 8. BUSINESS PLANNING

Business plans are reviewed and updated on an annual basis, aligned closely with both the financial planning process and corporate transformation programme. Plans are set over a three year period and are written at Service Directorate level. Key driver like legislation, corporate priorities, and available resources determine an individual plan's objectives, as well as improvement actions.

Each plan's objectives are then detailed and taken forward through specific actions for service managers and their staff, performance indicators and associated risks, which all get uploaded into Covalent and monitored on a regular basis.

A summary of all Service Directorate Business plans is now available on line at [www.scotborders.gov.uk/businessplans](http://www.scotborders.gov.uk/businessplans)



# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 9. IMPROVEMENT THROUGH SELF-EVALUATION

Robust and regular self-assessment is critical to inform and deliver performance improvement. The Council has previously undertaken annual corporate self-assessments based around the Best Value criteria which have informed its corporate improvement planning.

After a review of both Public Sector Improvement Framework (PSIF) and How Good is our Council (HGIOC), Corporate Management Team (CMT) has taken the decision to use the simple HGIOC framework (supplemented with PSIF questions for more in depth evidence gathering where required).

Where self-assessment is already an integral part of inspection, for example within Social Work and Education, there is no requirement of the corporate approach to be used. However the evidence presented will be reviewed to ensure consistency across the organisation, and to provide CMT with the assurance that each service is self-aware and focused on continuous improvement, with clear evidence of improvement actions within business plans.

# SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

## 10. PUBLIC PERFORMANCE REPORTING

The Accounts Commission now expects Councils to report a range of performance information publicly, including benchmarking. Taking a flexible approach, the Commission now expects councils to move away from merely reporting on the previously specified 25 indicators (“Statutory Performance Indicators or SPIs”) to presenting a range of information in a variety of ways to demonstrate best value.

The Accounts Commission issues guidance each year, designed to enable councils to determine how best they present performance information for the year. It is expected that each council now goes well beyond merely publishing its Statutory Performance Indicators, and makes information understandable and easily accessible.

The introduction of the SOLACE Local Government Benchmarking Framework requires Councils to include comparisons with other Local Authorities as part of their public performance reporting. The Local Government Benchmarking Framework is made up of a range of data drawn from a range of already collected and validated sources e.g. Local Finance Return, CIPFA return etc.(as well as 11 PIs retained from the old Statutory Performance Indicators, and provided by Councils).

To provide assurance to the Accounts Commission, Audit Scotland now prepares an annual report to assess how well councils are reporting performance on a range of topics. The Accounts Commission reviews the overall findings in June each year, after which each individual Council is provided with its individual detailed assessment.

Feedback received on areas for improvement within this report is used to form actions for the Corporate Performance and Information team, ensuring that the necessary improvements are made.

## SCOTTISH BORDERS COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK

# 11. LINKS TO INDIVIDUALS' WORK AND PERFORMANCE REVIEW AND DEVELOPMENT (PRD)

In order to ensure that an individual employee's performance and development objectives are fully aligned with the priorities of the Council, a robust and regular staff appraisal process is vital. The "Performance Review and Development" (PRD) process enables this alignment and ensures the establishment of the "Golden Thread", linking personal objectives right through to delivery of the Council's strategies, plans and priorities. It is therefore vital that all Service Directors ensure that PRD is being implemented across their service area. This is recorded within Resourcelink (HR system) and reported to CMT monthly.

As part of SBC's continuing commitment to Investors in People (IIP) accreditation, a clear performance management framework, linking all levels of the planning hierarchy right through to the individual, will be necessary to evidence. This allows everyone in the organisation to see how their work contributes to the achievement of Corporate Priorities.

The Performance Management Framework will not in itself deliver performance improvement. It will however provide the basis for improvement through the reports and linkages it provides.

In order to deliver improved performance, the Council and its partners will need to take the action necessary to address performance issues and tackle areas of poor performance.

For more information on anything within this framework, contact the Corporate Performance team below.

You can get this document on audio CD, in large print, and various other formats by contacting us at the address below. In addition, contact the address below for information on language translations, additional copies, or to arrange for an officer to meet with you to explain any areas of the publication that you would like clarified.

CHIEF EXECUTIVE'S

Corporate Performance Team | Scottish Borders Council | Council Headquarters

Newtown St Boswells | MELROSE | TD6 0SA

tel: 01835 826542

email: [performance@scotborers.gov.uk](mailto:performance@scotborers.gov.uk)

