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## **Quarterly Corporate Performance Report (Quarter 3, 2015/16)**

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### **Report by Chief Executive**

### **Executive Committee**

**16 February 2016**

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#### **1 PURPOSE AND SUMMARY**

- 1.1 **This report presents a summary of quarterly performance information for members, with details contained within Appendix 1.**
- 1.2 A summary of the main changes made to performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. Appendix 1 provides a more detailed presentation and explanation of each Performance Indicator (PI). Where possible, information that is collected on a *quarterly* basis is presented but this is not possible for all areas of Council business, for example, school attainment. The presentation used in Appendix 1 is consistent with what was presented to Council on 26 June 2014 and to the Executive Committee each quarter thereafter.
- 1.3 All information contained within this report is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at [http://www.scotborders.gov.uk/info/691/council\\_performance/1353/our\\_performance\\_as\\_a\\_council](http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council) and by clicking on "Scottish Borders Performs".
- 1.4 Based on feedback from Elected Members, a number of changes will be made to the infographic summaries presented within Appendix 1 for the June 2016 meeting of the Executive Committee, showing clearly the difference between PIs that SBC has direct influence over and those that are provided for context only.

#### **2 RECOMMENDATIONS**

- 2.1 **I recommend that the Executive Committee:**
  - (a) **Notes the changes to performance indicators in Section 4 of this report;**
  - (b) **Acknowledges and notes the performance presented in Section 5 and within Appendix 1 and the action that is being taken within Services to improve or maintain performance;**
  - (c) **Notes that improvements will be made for the next Executive report to enhance public performance reporting.**

### 3 BACKGROUND

- 3.1 SBC approved a Corporate Plan in April 2013. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values and standards and eight priorities. This plan was updated and approved by SBC in October 2015, with an ongoing commitment made to the same values, standards, vision and eight priorities.
- 3.2 In order to ensure that these eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for its work with Community Planning partners. Again, this PMF was update and approved by SBC in October 2015.
- 3.3 Under each of SBC's corporate priorities, a range of performance information is presented within Appendix 1 and presents a mixture of PIs with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing in terms of addressing the agreed corporate priorities.

### 4 CHANGES TO PERFORMANCE INDICATORS (PI)

- 4.1 As stated in previous reports, the PIs used by each service area are continuing to evolve, and will be refined to reflect policy and service changes on an ongoing basis. There are only a few minor changes to performance indicators since the Quarter 2 report presented in December 2015. These are outlined below:
  - (a) **Priority 1**- no change to PIs;
  - (b) **Priority 2**- Skills Development Scotland released data on initial School Leaver Destinations in December and this has been included under this priority;
  - (c) **Priority 3**- no change to PIs;
  - (d) **Priority 4**- the PI in relation to Landfill Communities Fund has been removed from this priority. On 2<sup>nd</sup> February 2016, the Executive Committee will receive a report with recommendations for how the new Scottish Landfill Communities Fund is to be allocated and then reported thereafter;  
  
Two PIs have seen minor changes to Q2 2015/16 data (from what was presented in Dec 2015) as follows:
    - National Lottery Fund – Total Awards made up to £10,000- the total has increased from £152,074 to £153,804;
    - The number of people carrying out volunteer work with SBC increased from 453 to 482 due to a late submission from a Council department;
  - (e) **Priority 5**- the % of street lighting faults repaired within 7 days PI has been removed. Performance has remained at over 97% over the last few years and will only be reported by exception;  
  
Number of People Killed or Seriously injured PI- Q3 vetted data will not be available until later in February/early March;
  - (f) **Priority 6** – a new PI has been introduced (Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website) to allow members to see uptake over the next few quarters;

- (g) **Priority 7**- measures for Capital Projects are still being developed to more accurately reflect the different types of projects within the capital plan e.g. construction, infrastructure, ICT etc., as well as reflecting the stage at which various projects are at;

Two PIs in relation to Community Benefits from SBC contracts let have been included. These PIs were introduced in August 2015 and will continue to be presented every 6 months;

- (h) **Priority 8**- no change to PIs.

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

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

- (a) JSA claimant figures continue to show a positive trend, and the number and value of business loans awarded is the highest this year. In addition, occupancy rates in Council-owned industrial and commercial property remain high;
- (b) Average time taken to process planning applications is showing long term improvements for major developments, non-householder and householders;
- (c) Although slightly down on Q2, attendance at both primary and secondary schools are showing very positive long term trends, and exceed the national averages (for 14/15);
- (d) Longer term trends in number of pupils excluded are extremely positive and well below Q3 last year;
- (e) The % of Borders pupils going into a positive destination (95.3%) is now sitting above the national average (of 93.3%), and has improved since 2014;
- (f) SBC's Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains still ahead of target;
- (g) Reported incidents of Domestic Abuse and Crime rates are both lower than they were this time last year;
- (h) With assistance from SBC, Scottish Borders is benefiting from both small and large National Lottery grants, with a healthy pipeline of future projects coming through;
- (i) Those registered to SBC's emergency messaging service, SB Alert, has seen a large increase in the last quarter, due to increased local promotion and adverse weather;
- (j) During Q3, 478 people volunteered for SBC, working a total of just under 2000 hours (equating to an economic benefit of almost £24k, based on average hourly wages);
- (k) There are currently 29 male and 11 female apprentices within SBC, well above this time last year. Opportunities for further apprentices are explored on an ongoing basis through our workforce planning processes to ensure that performance in this area continues to improve (especially important given that the government will be focusing on apprentices in the future);
- (l) Already, 31% of SBC employees have registered for the "Vectis" staff benefits card;

- (m) 3 SBC properties have been sold in the last quarter (realising £433k), with numerous others going to closing date or subject to expressions of interest;
- (n) 96% of Freedom of Information requests are now dealt with on time, an improvement since Q2 and when compared to the same time last year;
- (o) Average time taken to respond to complaints at Stages 1 and 2 are well below (positive) the targets set, have improved from Q2 and since the same time last year.

## 5.2 **Performance measures- summary of measures below target**

- (a) There were 500 fewer people in work during Q2 this year (one quarter lag in data), compare to Q1. However, Scottish Borders' rate is higher than Scotland and UK;
- (b) There has been a drop in the number of business starts this quarter, compared to Q2 and the same time last year. This performance is reflected across the country (with national year to date figures lower than last year). A number of factors are being cited as the cause for this including the low rates of unemployment, the separation of the New Enterprise Allowance scheme from the Business Gateways and the increase in usage of online resources. An increased focus of resources locally will try and achieve the annual target by end of March;
- (c) There has been little movement in the % of adults with Self Directed Support (SDS) arrangements. An action plan has been established to move current service clients onto the new SDS approach whilst ensuring new clients continue to be added under SDS;
- (d) During October to December, there was an increase in service delays leading to a reduction in the % of people receiving Social Work services within 6 weeks of assessment. Early recognition of this drop in service has been quickly picked up and resolved;
- (e) Children (age 12+) accommodated within a family rather than residential setting continues to be lower than the ambitious target of 80%. Continued action is underway to increase the number of children in family-based placements, including the current foster carer recruitment campaign (in the past year SBC has increased and maintained the number of foster carers from 59 to 65);
- (f) Number and value of Community Grants Scheme (CGS) awards made is down from Q2 and when compared to the same time last year. However, this is being offset by success with Lottery awards, and there is a healthy pipeline of future projects coming through the CGS application process;
- (g) Although SBC electricity and gas *consumption* has fallen when compared to the same time last year, cost increases highlight the need for efforts to continue to increase efficiency across the council to drive down associated energy consumption and costs. Scottish Procurement (part of the Scottish Government) pre-buy electricity and gas on behalf of Scottish local authorities, and the timing and the quantity determines the price SBC pays per unit of raw energy and may not reflect real time changes seen in the domestic marketplace.

- 5.3 The technical report at Appendix 1 provides detail against every PI for both Elected Members and for members of the public. This information can also now be accessed at [http://www.scotborders.gov.uk/info/691/council\\_performance/1353/our\\_performance\\_as\\_a\\_council](http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council) and then by clicking on "*Scottish Borders Performs*". Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council fulfil its duty more effectively in relation to public performance reporting.

## **6 CHANGES TO PUBLIC PERFORMANCE REPORTING**

- 6.1 At the last Executive Committee, a number of comments were made by members about the way in which "infographics" were used to present performance information.
- 6.2 Whilst members believe that these infographics are useful, and SBC has been commended for its public performance reporting by Audit Scotland, members would like to see a clearer differentiation between performance measures that are interesting from a contextual perspective (for example, employment rate or number of planning applications received) but that SBC has little control over, and performance measures that are within SBC's control (for example in relation to Business Gateway or average time taken to process planning applications).
- 6.3 The Corporate Performance team will work to clarify this for the next Executive Committee quarterly report in June 2016 in order to ensure that public performance reporting is as clear as possible.

## **7 IMPLICATIONS**

### **7.1 Financial**

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

### **7.2 Risk and Mitigations**

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

### **7.3 Equalities**

- (a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.
- (b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services, and will be reported to Corporate Management Team in the coming months.

7.4 **Acting Sustainably**

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

7.5 **Carbon Management**

There are no effects on carbon emissions as a result of this report.

7.6 **Rural Proofing**

Not applicable.

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

There are no changes to be made.

**8 CONSULTATION**

8.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into this report.

**Approved by**

**Tracey Logan**  
**Chief Executive**

**Signature .....**

**Author(s)**

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**Background Papers:** Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

**Previous Minute Reference:** Scottish Borders Council Executive Committee, 1 December 2015

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

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