

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q2 2016/17

HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during Q2 2016/17, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; **ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.**

KEY

A mixture of performance information is provided under each priority:

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). While the Council may have influence over these indicators, they are largely contextual in nature, and the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%
of people **aged between 16-64**
are now in employment

Scotland	73.1%
SB last year	78.3%

APPRENTICESHIPS

42
apprentices are employed
with SBC as of Q1 2016/17

(up from 25 in Q1 15/16)

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

- green - improved performance
- amber - a minor change in performance
- red - area for improvement

OUR CORPORATE PRIORITIES



ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

July 2016 - September 2016:

CUSTOMER INTERACTIONS 44,665 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q2 2016/17	FREEDOM OF INFORMATION REQUESTS (FOI) 321 requests for information under the Freedom of Information Act were received in Q2 2016/17	COMPLAINTS 146 customer complaints were handled by SBC in Q2 2016/17	SOCIAL WORK SERVICE COMPLAINTS 10 complaints received regarding the Social Work service in Q2 2016/17
SBC Q2 15/16 44,338	SBC Q2 15/16 280	SBC Q2 15/16 172	SB Q2 15/16 27

Learning from Complaints Improving Our Correspondence

A complaint was made after two family members received a letter from the Council in connection with their recently deceased mother's care and Council Tax. Both letters contained significant errors that caused distress to the family (one letter incorrectly designated the relationship between the deceased and the recipient; the other referred to an incorrect address).

The process was reviewed and as a result led our Customer Services staff to change the Council Tax letters so that the standard template does not include any reference to a relationship between the deceased and the recipient. A further procedure was put in place to ensure Council Tax letters are checked more robustly before being sent.

• ICT • customer focus • online services • partnership • ICT • customer focus • online services • partnership •

Our performance during Q2 2016/17

CUSTOMER INTERACTIONS 16,575 face to face interactions were logged by our Contact Centres during Q2 2016/17 	FREEDOM OF INFORMATION 92% of FOI requests were completed on time in Q2 2016/17	COMPLAINTS Our average response times for complaints for Q2 2016/17 were as follows: Stage 1 complaints 3.7 days (down from 4 in Q2 15/16) Stage 2 complaints 15.1 days (down from 18.3 in Q2 15/16) Escalated complaints 18.8 days (up from 10.8 in Q2 15/16)	In Q2 2016/17 we closed: 87.7% of complaints at stage 1 within 5 working days (up from 85.4% in Q2 15/16) 90.9% of complaints at stage 2 within 20 working days (up from 64.3% in Q2 15/16) 83.3% of escalated complaints within 20 working days (down from 100% in Q2 15/16)
26,625 phone interactions were logged by our Contact Centres in Q2 2016/17 	(up from 88% in Q2 15/16)	(up from 24,897 in Q2 15/16)	(down from 100% in Q2 15/16)



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Total number of interactions (taken through CRM) by Customer Services	<p>CP08-P066 Total number of interactions (taken through CRM) by Customer Services</p> <table border="1"> <caption>CP08-P066 Total number of interactions (taken through CRM) by Customer Services</caption> <thead> <tr> <th>Quarter</th> <th>Interactions</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>43,000</td> </tr> <tr> <td>Q3 2015/16</td> <td>39,000</td> </tr> <tr> <td>Q4 2015/16</td> <td>44,000</td> </tr> <tr> <td>Q1 2016/17</td> <td>43,000</td> </tr> <tr> <td>Q2 2016/17</td> <td>44,665</td> </tr> </tbody> </table>	Quarter	Interactions	Q2 2015/16	43,000	Q3 2015/16	39,000	Q4 2015/16	44,000	Q1 2016/17	43,000	Q2 2016/17	44,665	44,665	<p>How we are performing: There has been a decrease in the total number of interactions for Quarter 2 (by 1377) compared to Quarter 1 and an increase of 327 compared to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We actively promote the SBC website and the Customer Services 0300 100 1800 line and are continually working to increase the number of services delivered digitally and to encourage self-service.</p>			Les Grant
Quarter	Interactions																	
Q2 2015/16	43,000																	
Q3 2015/16	39,000																	
Q4 2015/16	44,000																	
Q1 2016/17	43,000																	
Q2 2016/17	44,665																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																		
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Face-to-Face Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>18,267</td> <td>24,897</td> </tr> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> <tr> <td>Q2 2016/17</td> <td>16,575</td> <td>26,625</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q2 2015/16	18,267	24,897	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	Q2 2016/17	16,575	26,625	16,575	<p>Observations: There has been an increase of 524 in the number of Face-to Face interactions taken through CRM over the previous quarter.</p> <p>In comparison to quarter 2 of last year there has been a reduction of 1692 Face-to-Face interactions.</p> <p>Work is ongoing to move our services on-line.</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q2 2015/16	18,267	24,897																						
Q3 2015/16	14,644	23,639																						
Q4 2015/16	16,709	28,266																						
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Voice interactions (taken through CRM) by Customer Services (CP08-P65)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Voice Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>18,267</td> <td>24,897</td> </tr> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> <tr> <td>Q2 2016/17</td> <td>16,575</td> <td>26,625</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q2 2015/16	18,267	24,897	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	Q2 2016/17	16,575	26,625	26,625	<p>Observations: The number of voice interactions in Quarter 2 has increased by 1728 over the number taken in Quarter 2 last year. This can in part be attributed to the introduction of the Long Term Empty Property Levy.</p> <p>Actions we are taking to improve/maintain performance:</p> <ul style="list-style-type: none"> We actively use media campaigns to promote our services and the Customer Services 0300 100 1800 line. We continue to promote the Customer Relationship Management (CRM) system corporately. Work on training new starts and existing staff is ongoing. We are also working to channel shift customers to on-line "self-service" options. 			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q2 2015/16	18,267	24,897																						
Q3 2015/16	14,644	23,639																						
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Social Work Statutory Complaints Received	<p>CP08-P030 Number of Social Work Statutory Complaints Received</p> <table border="1"> <caption>CP08-P030 Number of Social Work Statutory Complaints Received</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>27</td> </tr> <tr> <td>Q3-2015/16</td> <td>11</td> </tr> <tr> <td>Q4-2015/16</td> <td>20</td> </tr> <tr> <td>Q1-2016/17</td> <td>29</td> </tr> <tr> <td>Q2-2016/17</td> <td>10</td> </tr> </tbody> </table>	Quarter	Number of Complaints	Q2-2015/16	27	Q3-2015/16	11	Q4-2015/16	20	Q1-2016/17	29	Q2-2016/17	10	10	<p>Observations: This includes 2 complaints for "SB Cares" which are being dealt with in accordance with the Social Work procedures. However, work is ongoing to integrate the Social Work Complaints procedure with SBC's standard Complaints Handling Procedure, which can be found at https://www.scotborders.gov.uk/info/20016/have_your_say/155/make_a_complaint</p>			Sylvia Mendham
Quarter	Number of Complaints																	
Q2-2015/16	27																	
Q3-2015/16	11																	
Q4-2015/16	20																	
Q1-2016/17	29																	
Q2-2016/17	10																	
Number of Complaints Closed - All (excl. invalid & statutory Social Work)	<p>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</p> <table border="1"> <caption>CP08-P010 Number of Complaints Closed - All (excl. invalid & statutory Social Work)</caption> <thead> <tr> <th>Quarter</th> <th>Number of Complaints Closed</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>170</td> </tr> <tr> <td>Q3-2015/16</td> <td>125</td> </tr> <tr> <td>Q4-2015/16</td> <td>145</td> </tr> <tr> <td>Q1-2016/17</td> <td>170</td> </tr> <tr> <td>Q2-2016/17</td> <td>146</td> </tr> </tbody> </table>	Quarter	Number of Complaints Closed	Q2-2015/16	170	Q3-2015/16	125	Q4-2015/16	145	Q1-2016/17	170	Q2-2016/17	146	146	<p>Observations: There were 146 complaints received this quarter (between 40 and 60 per month), 29 less than Q1 16/17, and 26 less than the same time last year. The majority of these (47%) were classified as 'Failure to Deliver Service', followed by 'Other' at 18% and 'Policy' at 15%. SBC takes all complaints seriously, endeavours to respond to customers timeously, appropriately and makes necessary changes to services where required.</p>			Les Grant;
Quarter	Number of Complaints Closed																	
Q2-2015/16	170																	
Q3-2015/16	125																	
Q4-2015/16	145																	
Q1-2016/17	170																	
Q2-2016/17	146																	

Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, November 2016 (Q2 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)	<p>SPSO-04a Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p>	3.7	<p>How are we performing: There has been a decrease in the average number of days taken to respond to complaints at stage one, when compared to the same quarter last year. Average time in working days to respond to complaints at stage one per department: Chief Executive - 7.7 days People - 6.2 days Place - 3.4 days (these complaints account for the largest volume and therefore affect the average time)</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)	<p>SPSO-04b Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p>	15.1	<p>How are we performing: There has been an decrease in the average number of days taken to respond to complaints at stage two when compared to the same quarter last year.</p> <p>Average time in working days to respond to complaints at stage two per department: Chief Executive - 18.7 days People - 11.5 days Place - 15.2 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant

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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)	<p>SPSO-04c Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p>	18.8	<p>How are we performing: There were 6 stage two complaints that were escalated, all within the Place department. The average time taken to respond to the customer has increased compared to the previous quarter because of 1 complaint that took 41 days to resolve. This was due to problems identifying a solution for the customer and the customer not responding to our communications seeking additional information to progress the complaint.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)	<p>SPSO-05a Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p>	87.7%	<p>How are we performing: There has been a slight increase of 2.3% in comparison to the same quarter last year, however overall the figure has remained fairly consistent.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant

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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)	<p>SPSO-05b Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	90.9%	<p>How are we performing: There has been an increase of 26.6% in comparison to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)	<p>SPSO-05c Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	83.3%	<p>How are we performing: There were 6 complaints within stage two that were escalated, all were within Place. There was 1 escalated complaint that did not meet the 20 day timeframe which is the same as in the previous quarter. However more complaints were escalated during the period so the percentage resolved within the 20 day timeframe as a total of complaints escalated has improved.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant

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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By
FOI Requests Received	<p>CP08-P053 FOI Requests Received</p>	321	<p>Observations: The number of FOIs received by SBC has increased significantly since last quarter and is higher than it was at the same time last year, placing additional pressure upon services</p>			Nuala McKinlay
% of FOI Requests Completed on Time	<p>CP08-P054 % of FOI Requests Completed on Time</p>	92%	<p>How are we performing: 92% of all FOI requests received were responded to within agreed timescale (20 working days) during Q2. This response rate is much improved on previous years. Whilst we strive to reach 100%, many of the requests are very complex, and require information held across a number of departments.</p> <p>Actions we are taking to improve/maintain performance: All staff must undergo training on dealing with FOIs, and the streamlining of processes within departments, as well as the availability of information on SBC's new website, means that we can respond to the majority of FOI requests quickly and efficiently</p>			Nuala McKinlay