Inverclyde council

AGENDA ITEM NO: 8

Report To:	**Policy and Resources Committee**	**Date:**	**26 March 2019**
Report By:	**Head of Organisational Development, Policy and Communications**	**Report No:**	**PR/08/19/KB**
Contact Officer:	**Karen Barclay, Corporate Policy Officer**	**Contact No:**	**01475 712065**
Subject:	**SOLACE Improving Local Government Benchmarking Framework 2017/18**		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2017/18 data and to highlight Inverclyde's performance across the range of indicators. Detailed information is provided in the Appendices. Appendix 1 Appendix 2

2.0 SUMMARY

2.1 On 6 February 2019, the Improvement Service published the LGBF 2017/18 figures; an overview of the LGBF is available to view here: Improvement Service - Local Government Benchmarking Framework and information on Inverclyde Council's performance here: My Local Council. Additionally, on 6 February 2019, the LGBF National Overview Report 2017/18 was published. This document provides information on how much local authorities spend on particular services, service performance and how satisfied people are with the major services provided by Councils.

2.2 In line with public performance reporting requirements, it is proposed to publish the relevant information on the Council's website: Statutory Performance Indicators. The LGBF indicators should be displayed on this web page by 31 March 2019, together with all the indicators the Council is required to report on, per Audit Scotland's Statutory Performance Indicators Direction 2015.

2.3 The LGBF indicators are grouped across seven service areas. The framework consists of 76 indicators, however, performance information is currently only available for 65 measures. The performance information for the remaining 11 indicators is expected to be published in March or June 2019. The following table provides an overview of our 2017/18 performance:

	2017/18				
	1st quartile	2nd quartile	3rd quartile	4th quartile	**Total**
Children's services	6	5	4	1	16
Corporate services	2	3	1	2	8
Adult social care	2	2	1	1	6
Culture and leisure services	1	3	3	1	8
Environmental services	3	4	5	3	15
Corporate assets	1	1	0	0	2
Economic development	3	2	2	3	10
Total	**18**	**20**	**16**	**11**	**65**
Total %	**27.7**	**30.8**	**24.6**	**16.9**	**100.**

In 2017/18, Inverclyde Council ranked in the top two quartiles for 58.5% of our indicators, while just under a quarter (24.6%) were in the third quartile and 16.9% were positioned in the fourth quartile. Additionally, in terms of the number of our indicators (excluding housing) which were positioned in the top two quartiles, we are placed joint third in the country, with only five measures between Inverclyde and the joint top performing Councils:

	Council	**2017/18 No. of indicators in the 1st and 2nd Quartiles**
1st	South Ayrshire	43
	West Lothian	43
2nd	North Ayrshire	42
3rd	East Dunbartonshire	38
	East Renfrewshire	38
	Falkirk	38
	Inverclyde	38.

In 2016/17, Inverclyde Council ranked in the top two quartiles for 59.3% of our indicators, while just over a fifth (22%) were in the third quartile and 18.6% were positioned in the fourth quartile.

In 2015/16, we ranked in the top two quartiles for 67.8% of the LGBF indicators, under a fifth (18.6%) were in the third quartile and only 13.6% were placed in the fourth quartile.

In 2014/15, we were positioned in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

2.4 When interpreting the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. A Council's policies and priorities, its structure and business processes, together with service user expectations, will also have an impact. The performance achievements of local authorities may therefore be different, not because they are better or poorer performers, but because they may have different priorities for communities, demands and pressures are different, or the Council may simply operate in a different way. Additionally, because there are slight variations to the suite of LGBF indicators each year, it is not possible to make exact comparisons in the performance of the measures from one reporting year to the next.

2.5 Given the wide-ranging information outlined in this report, a briefing for Elected Members on the LGBF 2017/18 was arranged for 26 March 2019.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. notes that the LGBF 2017/18 data was published on 6 February 2019; and
b. agrees that the information in the Appendix can be used to form the basis of the Council's public performance reporting on the LGBF 2017/18.

Ruth Binks
Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The Society of Local Authority Chief Executives (SOLACE) *Improving Local Government* initiative was developed to:

- support SOLACE to drive improvement in local government benchmarking;
- develop a comparative performance support framework for Scottish local authorities;
- support Councils to target transformational change in areas of greatest impact: efficiency, costs, productivity and outcomes; and
- focus on the *big ticket* areas of spend, plus corporate services.

4.2 When the LGBF indicators were developed, the key criteria was that they must be able to be collected on a comparable basis across the 32 Scottish Councils. Each indicator also had to materially improve the cost information of service delivery on a comparative basis for major service areas, as well as corporate services.

4.3 At its meeting on 13 November 2018, the Policy and Resources Committee agreed to receive a report on the LGBF 2017/18 when the indicators had been published and analysed and the Council's performance in relation to other Scottish local authorities was known; this report fulfils that remit.

Min Ref P&R Cttee 13.11.18 Para 663 (2)

4.4 For the reporting year 2017/18 Inverclyde Council is reporting on 76 LGBF indicators (excluding housing). Performance information, however, is currently only available for 65 measures. The indicators are intended to act as a corporate *can opener* i.e. they should help local authorities identify issues that merit further investigation, share good practice and drive forward improvement. Grouped under the following headings, the measures' focus is on costs, outputs and customer satisfaction:

- Children's services
- Corporate services
- Adult social care
- Culture and leisure services
- Environmental services
- Corporate assets
- Economic development and planning.

4.5 When interpreting the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. A Council's policies and priorities, its structure and business processes, together with service user expectations, will also have an impact. The performance achievements of local authorities may therefore be different, not because they are better or poorer performers, but because they may have different priorities for communities, demands and pressures are different, or the Council may simply operate in a different way. Additionally, because there are slight variations to the suite of LGBF indicators each year, it is not possible to make exact comparisons in the performance of the measures from one reporting year to the next.

4.6 Data on costs should be considered alongside outcome and performance data i.e. understanding the spend data in major service areas and the context that those services operate in and how those factors affect spend, for example, levels of deprivation.

4.7 The Improvement Service advises that, where Councils have presented updated values for previous years, they have refreshed the data to reflect this. This may mean historical data presented in the 2017/18 Framework differs slightly from data presented in previous years.

4.8 Information on the following indicators is expected in March or June 2019:

- CHN 8a: Gross cost of *children looked after* in residential-based services per child per week
- CHN 8b: Gross cost of *children looked after* in a community setting per child per week
- CHN 9: Balance of care for *looked after children* - % of children being looked after in the community
- CHN 11: % of Pupils entering positive destinations
- CHN 17: % of Children meeting developmental milestones
- CHN 19a: School attendance rates (per 100 pupils)
- CHN 19b: School attendance rates (per 100 *looked after children*)
- CHN 20a: School exclusion rates (per 1,000 pupils)
- CHB 20b: School exclusion rates (per 1,000 *looked after children*)
- CHN 22: % of Child protection re-registrations within 18 months
- CHN 23: % of *Looked after children* with more than one placement in the last year (August-July).

In the meantime, comprehensive information on other children's services indicators is available from the Statutory and Key Performance Indicators Annual Report 2016/17 which was considered by the Policy and Resources Committee in November 2017.

Min Ref P&R Cttee 13.11.18 Para 663 (2)

4.9 To reflect the strategic importance of economic development and planning, the following indicators were introduced to the Framework for 2017/18:

- ECON 6: Cost of economic development and tourism per 1,000 population
- ECON 7: % of People earning less than the Living Wage
- ECON 8: % of Properties receiving superfast broadband
- ECON 9: Town centre vacancy rates
- ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan).

4.10 Where an indicator is a measure of service cost, the principal data source is the Council's Local Financial Return (LFR) which we are required to submit to the Scottish Government. The Scottish Government then passes this information to the Improvement Service. Financial data is subsequently compared with service usage statistics to derive a unit cost. The LFR is used because it is regarded as the most robust current source of comparable data on Council expenditure.

4.11 Finance Services' colleagues have highlighted the variations in methods that local authorities use to collect the data required for the LFR, given that this has implications for compiling and comparing data. This fact should be borne in mind when considering the data in the Appendix. To ensure Councils are comparing like with like regarding cost, work is ongoing around the definitions of what should be included in each LFR category.

4.12 As in previous years, the following customer satisfaction indicators have been sourced from the Scottish Household Survey (SHS):

- % of Adults satisfied with local schools
- % of Adults satisfied with libraries
- % of Adults satisfied with parks and open spaces
- % of Adults satisfied with museums and galleries
- % of Adults satisfied with leisure facilities
- % of Adults satisfied with refuse collection
- % of Adults satisfied with street cleaning.

The SHS is currently the only source of comparable customer satisfaction information available for all Scottish local authorities. SOLACE and the Improvement Service recognised that there were issues with the data for the above indicators in terms of robustness and sample size. The satisfaction data drawn from the SHS is therefore now presented in three year rolled averages to deliver the required level of precision at a local level. By rolling the data across three years, the confidence interval for all figures is within 5.5%.

4.13 Given the wide-ranging information outlined in this report, it is proposed to arrange a briefing for Elected Members on the LGBF 2017/18; a provisional date of 26 March 2018 is suggested.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2017/18

5.1 Paragraphs 5.2-5.10 provide details of the national and local performance of the LGBF 2017/18. Full details are included in the Appendices. Appendix 1 Appendix 2

5.2 In 2017/18, Inverclyde Council ranked in the top two quartiles for 58.5% of our indicators, while just under a quarter (24.6%) were in the third quartile and 16.9% were positioned in the fourth quartile. Additionally, in terms of the number of our indicators (excluding housing) which were positioned in the top two quartiles, we are placed joint third in the country (with 38 measures), with only five measures between Inverclyde and the top performing Councils (South Ayrshire and West Lothian which had 43 indicators ranked in the top two quartiles in 2017/18).

5.3 In 2016/17, Inverclyde Council ranked in the top two quartiles for 59.3% of our indicators, while just over a fifth (22%) were in the third quartile and 18.6% were positioned in the fourth quartile.

In 2015/16, we ranked in the top two quartiles for 67.8% of the LGBF indicators, under a fifth (18.6%) were in the third quartile and only 13.6% were placed in the fourth quartile.

In 2014/15, we were positioned in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

It should be noted that, where the performance of an indicator has declined, i.e. our ranking relative to other Scottish local authorities has gone down, it is not necessarily a complete and accurate reflection of service delivery; for example:

- CHN 4: % of Pupils gaining 5+ Awards at Level 5

In 2017/18, we saw an increase (of 1%) in the number of pupils who gained 5+ Awards at Level 5. Despite this improvement, our position in the national rankings declined by three places to 17th, which takes us from quartile two to quartile three.

- CORP 3b: % of the highest paid 5% employees who are women

The data shows that the number of employees in the highest 5% of earners who are female increased slightly (by 0.98%) in 2017/18. Despite this, our ranking decreased by two places to 15th in Scotland.

- C&L 5d: % of adults satisfied with leisure facilities

The percentage of Inverclyde adults satisfied with leisure facilities is the third highest in Scotland for the fifth consecutive time period, despite dropping slightly (by 2.67%) between 2014/17 and 2015/18.

When the Council's figures are compared to the Scotland-wide figures, the results are:

	%
Performance is above the national average	66.2
Performance is the same as the national average	1.5
Performance is below the national average	32.3.

For completeness, analysis was carried out to establish how our figures for 2017/18 compared to our performance for the previous reporting year; the results are as follows:

	%
Performance improved	49.2
Performance maintained	4.8
Performance declined	46.

All the above figures exclude indicators for which we do not have historical or 2017/18 information.

5.4 Children's services

This section of the 2017/18 Framework comprises 27 indicators.

Despite real reductions nationally in the education budget since 2010/11, the number of pre-school registrations and primary pupils in Scotland has increased by over 30,000 and measures of educational outcome have shown positive progress, particularly for children from the most deprived areas.

Nationally, pre-school real costs have risen for the fourth year in a row, increasing by 4.3% in the past 12 months, reflecting the additional costs associated with new entitlements introduced in The Children and Young People (Scotland) Act 2014. The percentage of funded early years provision graded *good* or *better* has improved nationally from 87.1% in 2010/11 to 91.03% in 2017/18.

Locally, our cost per primary school pupil decreased by £134 between 2016/17 and 2017/18. During the same period, our cost per secondary school pupil also decreased (by £65). Meanwhile, our costs per pre-school place rose by £1,409; this means our pre-school costs are the most expensive of any local authority in Scotland.

In line with key priorities in education, the Average total tariff score for pupils living in the most deprived Quintiles has improved most rapidly since 2010/11, increasing by almost 30%. Locally, our Average total tariff scores for pupils residing in Quintiles 1-5 were all above the Scottish average in 2017/18.

Nationally, satisfaction with local schools has reduced for the sixth consecutive year, falling by 3% in 2014/17 to 72.33% in 2015/18. In terms of satisfaction with schools in Inverclyde, there was a decrease of 3% to 86.33% between 2014/17 and the last reporting period. Despite a decline of two places in the national rankings, we retained our position in the first quartile. We are also 14% above the Scottish average for this measure.

5.5 Corporate services

This section of the 2017/18 Framework comprises eight indicators.

Scotland-wide, the cost per dwelling of collecting Council Tax continues to reduce, falling by more than 50% since 2010/11. Our cost per dwelling of collecting Council Tax reduced very slightly (by £0.11) in 2017/18 which means it is £5.86 less than it was in 2010/11.

Meanwhile, the national Council Tax collection rate was at an all-time high of 96% in 2017/18. This positive trend is reflected locally where we saw a 0.2% increase in our collection rate to 95.52% in 2017/18 which is the highest ever achieved by the Council.

On a national basis, sickness absence for teaching staff nationally reduced by 0.13 days in the past 12 months while sickness absence for all other local government employees increased by 0.49 days. In 2017/18, the number of days lost due to sickness absence for Inverclyde teachers reduced (by 0.75 days), with last year's figure of 5.18 days being the lowest to date. Despite this improved performance, our national ranking reduced by two places (from seventh place to ninth) which meant we moved from the first quartile to the second one.

5.6 Adult social care

This section of the 2017/18 Framework comprises six indicators.

Nationally, while spending on home care for older people has risen by 3% in the past year, the number of hours of home care provided has been relatively static during the last few years.

Nationally, the average cost of residential care per week per resident (for people aged 65 or over) is now £386.00, while our cost in 2017/18 was slightly lower at £379.00, a fall of £6.00 from the previous year.

There has been progress in shifting the balance of care between residential and home care: in 2017/18, a record proportion of older people assessed to have long-term care needs are being supported at home (61.7%). This positive trend is also reflected locally where we saw an increase of 2.92% to 67.78% in terms of the number of people aged 65 and over with long-term needs who receive personal care at home. This improvement resulted in our position in the national rankings changing from 11th to 6th, which takes us into the first quartile for this measure.

Direct payments and personalised management budgets have grown steadily, rising from 1.58% in 2010/11 to 6.74%. Locally, spend in this area quadrupled between 2014/15 and 2015/16, before increasing again in 2016/17 and in 2017/18 to its highest ever level of 5.56%.

5.7 Culture and leisure services

This section of the 2017/18 Framework comprises eight indicators.

Despite a real reduction in spend of 22% since 2010/11, leisure and cultural services have sharply increased their usage rates and reduced their costs per use. Between 2016/17 and 2017/18, unit costs across sports, libraries and museums reduced by 32%, 45% and 26% respectively.

However, in Inverclyde, our costs rose across these three service areas. Locally, we saw a small increase (of £0.62 to £2.47) in the cost per attendance at our sport facilities; that said, our figure is £0.24 below the Scottish average (of £2.71). Our cost per library visit also rose slightly in 2017/18 (by £0.20 to £3.10).

In terms of the cost per visit to the McLean Museum, our figure in 2017/18 increased by more than two thirds by £8.25 to £12.34 (comparable to the Scottish average of £3.49). As Members will be aware, the McLean Museum and Art Gallery has been closed for refurbishment since December 2016. It should therefore be noted that the visits figure used to calculate the Museum cost per visit is entirely based on *virtual* visits.

Nationally, public satisfaction rates for all culture and leisure facilities have fallen in the last year. Locally, however, despite a very small drop (of 0.66%), satisfaction levels with

Inverclyde's libraries remained high in 2015/18 (at 78.76%).

The number of adults satisfied with museums and galleries fell by 7% to 72.67%. However, we are above the Scottish average in terms of this measure (by 2.67%). It is also pleasing to note that, despite the temporary closure of the Museum, more than 70% of adults expressed satisfaction with the relevant facilities in Inverclyde.

5.8 Environmental services

This section of the 2017/18 Framework comprises 15 indicators.

While real spending nationally on environmental services has reduced by 9.6% since 2010/11 – with reductions in waste management (-3.2%), street cleaning (-27%) and trading standards and environmental health (-18%) - the reduction in spend stabilised in the past 12 months with overall spend reducing by only 0.3%.

Nationally, recycling rates improved slightly between 2016/17 and 2017/18 (by 0.4% to 45.6%). Our recycling performance also increased (by 3.77%) to 57.21% in 2017/18, making last year's figure the highest for this measure since the LGBF was introduced in 2010/11. Our improved performance resulted in an increase of five places to fifth in the national rankings, which means we moved from quartile two to the first quartile for this measure. Our performance is also 11.61% above the Scottish average.

Scotland-wide, street cleanliness scores declined by 1.7% in 2017/18 to 92.2%. Following a consistently high performance during the previous three reporting years, our overall cleanliness index score fell by 7.21 in 2017/18; this resulted in our ranking dropping by 10 places to 29th. While this means we are now in the fourth quartile for this measure, the impact of significant investment in this area would not effect a major change in performance for Inverclyde.

Nationally, public satisfaction with refuse collection and street cleaning fell to the lowest rates since 2010/14 (78.67% and 69.67% respectively in 2015/18). Locally, there was a very small decrease (of 1.33%) in the satisfaction rate with refuse collection; despite this, we retained our position in quartile one in the national rankings. Additionally, our score is still very high at 90% which is 11.33% above the Scottish average.

In 2015/18, Inverclyde's performance for the indicator which measures satisfaction with street cleaning dropped slightly (by 2.34%) to 73.33%. However, our score is still 3.66% higher than the national average.

5.9 Corporate assets

This section of the 2017/18 Framework comprises two indicators.

For the seventh consecutive year, we saw an improvement in both the proportion of Inverclyde's operational buildings that are suitable for their current use and the proportion of the internal floor area of our operational buildings that are in a satisfactory condition.

During the last reporting year, we moved from quartile two to quartile one for the first measure, while, for the second indicator, we dropped two places to 14th. However, we are well above the Scottish average for the two corporate asset indicators.

5.10 Economic development and planning

This section of the 2017/18 Framework comprises 10 indicators.

Nationally, the number of unemployed people assisted into work from Council operated/funded employability programmes was at an all-time high of 14.4% in 2017/18. This positive performance is reflected locally where we recorded a figure of 21% for this measure in 2017/18, an increase of 4.05% on the previous reporting year and 6.6% above the national average.

In terms of infrastructure for business, there was a 33% improvement in terms of efficiency in processing business and industry planning applications, reducing from 14 weeks to 9.34 weeks between 2012/13 and 2017/18. In 2017/18, the average time per business and industry planning application in Inverclyde was 8.42 weeks, an increase of 1.94 weeks, this places us 14th in Scotland, a decrease of 13 places from the previous reporting year. However, we are comfortably below the national average for this measure.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial Implications - Annually Recurring Costs/(Savings)

Cost centre	Budget heading	With effect from	Annual net impact	Virement from (if applicable)	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Human Resources: There are no direct human resources implications arising from this report.

6.3 Legal: The Council is required to publish the LGBF indicators as part of its statutory obligation for public performance reporting.

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council’s aim of retaining and enhancing the area’s population.

7.0 CONSULTATION

7.1 Council Services were asked to verify the LGBF 2017/18 and provide commentaries regarding service performance.

8.0 CONCLUSION

8.1 Inverclyde Council’s performance across the spectrum of indicators varies, depending on a variety of factors including deprivation levels, investment and policy decisions and population density. Each Council Service has considered the relevant indicators and will use them as part of the broader self-evaluation processes they undertake to inform future improvement planning.

9.0 LIST OF BACKGROUND PAPERS

9.1 Statutory and Key Performance Indicators Annual Report 2017/18 – report to the Policy and Resources Committee on 13 November 2018.

SOLACE Improving Local Government Benchmarking Framework 2017/18

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information.

The Council's performance regarding the Society of Local Authority Chief Executives Local Government Benchmarking Framework (LGBF) Indicators 2017/18, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2015 under SPI 2, is presented in this Appendix.

The LGBF indicators provide details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the other 31 Scottish local authorities. Further information on the LGBF Indicators is available here: Improvement Service - LGBF and here: My Local Council - Inverclyde.

To find out more about the Council's performance, visit Inverclyde Council's Performance.

SOLACE Improving Local Government Benchmarking Framework 2017/18

SOLACE Improving Local Government Benchmarking Framework 2017/18

Children's services

		Change in position in the national rankings 2016/17-2017/18	
Education costs			
CHN 1	Cost per primary school pupil	●	green – improved
CHN 2	Cost per secondary school pupil	●	amber – performance maintained
CHN 3	Cost per pre-school education place	●	red – declined
Educational attainment by secondary school pupils			
CHN 4	% of Pupils gaining 5+ Awards at Level 5	●	red – declined
CHN 5	% of Pupils gaining 5+ Awards at Level 6	●	red – declined
CHN 6	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5	●	green – improved

SOLACE Improving Local Government Benchmarking Framework 2017/18

		Change in position in the national rankings 2016/17-2017/18	
CHN 7	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6	●	amber – performance maintained
	Satisfaction with local schools		
CHN 10	% of Adults satisfied with local schools	●	red – declined
School leavers			
CHN 11	% of Pupils entering positive destinations	details will be available in March 2019	
CHN 21	Participation rate for 16-19 year olds (per 100)	●	red – declined
Total tariffs			
CHN 12a	Overall average total tariff	●	red – declined
CHN 12b	Average total tariff – SIMD Quintile 1	●	red – declined

SOLACE Improving Local Government Benchmarking Framework 2017/18

		Change in position in the national rankings 2016/17-2017/18	
CHN 12c	Average total tariff – SIMD Quintile 2	●	red – declined
CHN 12d	Average total tariff – SIMD Quintile 3	●	green – improved
CHN 12e	Average total tariff – SIMD Quintile 4	●	red – declined
CHN 12f	Average total tariff – SIMD Quintile 5	●	green – improved
Early years			
CHN 17	% of Children meeting developmental milestones	details will be available in June 2019	
CHN 18	% of Funded early years provision which is graded good/better	●	red – declined
School attendance and exclusions			
CHN 19a	School attendance rates (per 100 pupils)	details will be available in March 2019	
CHN 19b	School attendance rates (per 100 *looked after children*)		

SOLACE Improving Local Government Benchmarking Framework 2017/18

		Change in position in the national rankings 2016/17-2017/18
CHN 20a	School exclusion rates (per 1,000 pupils)	details will be available in June 2019
CHN 20b	School exclusion rates (per 1,000 *looked after children*)	
	Vulnerable children	
CHN 8a	Gross cost of *children looked after* in residential-based services per child per week	details will be available in March 2019
CHN 8b	Gross cost of *children looked after* in a community setting per child per week	
CHN 9	Balance of care for *looked after children* - % of children being looked after in the community	
CHN 22	% of Child protection re-registrations within 18 months	
CHN 23	% of *Looked after children* with more than one placement in the last year (August-July)	

Children's services: 27 indicators

1st quartile	2nd quartile	3rd quartile	4th quartile
6	5	4	1

SOLACE Improving Local Government Benchmarking Framework 2017/18

There are several indicators regarding education costs that should be considered together:

CHN 1 Cost per primary school pupil
CHN 2 Cost per secondary school pupil
CHN 3 Cost per pre-school education place

CHN 1: Cost per primary school pupil							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
5,005.00	15th	4,974.00	2nd	↑ 6 places from 21st	5,139.00	4,790.00	4,676.00

CHN 2: Cost per secondary school pupil							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
6,912.00	16th	6,879.00	2nd	↔ no change	6,977.00	7,049.00	7,040.00

CHN 3: Cost per pre-school education place							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
6,874.00	32nd	4,463.00	4th	↓ 2 places from 30th	5,465.00	5,532.00	5,110.00

SOLACE Improving Local Government Benchmarking Framework 2017/18

What the data tells us:

The data shows that our costs per primary school pupil decreased by £134.00 in 2017/18 which resulted in our ranking improving by six places to 15th. This meant our position in the national rankings changed from the third quartile to the second one. The range for this indicator is £4,372.00-£8,749.00 (Falkirk and Eilean Siar respectively).

There was also a very small decrease (of £65.00) in the costs per secondary school pupil, putting us slightly higher than the Scottish average (by £33.00). In 2017/18, our ranking for this measure was unchanged (at 16th). The range for this indicator is £5,910-£11,559.00 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2017/18 by £1,409.00 and our ranking decreased by two places to 32nd. This means our pre-school costs are the most expensive of any local authority in Scotland. The range for this indicator is £2,469.00-£6,874.00 (Moray and Inverclyde respectively).

Contextual information:

In 2011/12, the Council reclassified the costs relating to additional support needs (ASN) staff. All ASN support staff costs were centralised under ASN schools when the structure of Education changed; prior to this, the costs were recorded against primary and secondary schools. Following reclassification, costs per primary school and secondary school fell, whilst there was a corresponding increase in ASN costs of 27%. School amalgamations have also taken place, which would also have an impact on the costs per pupil. The Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme due to be completed by 2020.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, while the staff costs remain relatively fixed. The following table shows how the expenditure costs and uptake of places has changed between 2010/11 and 2016/17:

Year	Expenditure	Places	Cost per place
2010/11	£6,963,000	1,390 places	£5,009
2011/12	£6,084,000	1,450 places	£4,196
2012/13	£6,276,000	1,268 places	£4,949

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2013/14	£6,384,000	1,412 places	£4,521
2014/15	£7,000,000	1,432 places	£4,888
2015/16	£7,594,000	1,560 places	£4,868
2016/17	£7,569,000	X places	£X
2017/18	£X	X places	£X

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. The costs relating to ASN are recorded against the Early Years budget which is different from Primary and Secondary budgets. Additionally, posts such as Family Support Workers and Bus Escorts are recorded against the Early Years budget. It should also be noted that, in Inverclyde, Early Years Education and Childcare Officers are paid at a higher rate than neighbouring local authorities.

Inverclyde Council continues to monitor take up of places in establishments to maintain cost effectiveness. Children are admitted at different times throughout the year, as per legislation. Staffing was adjusted in 2016 to more closely reflect this pattern. The Council has a high level of provision for children aged 0-2 and 2-3 years; staffing ratios for this age group are significantly different from those for 3-5 year olds. Not all local authorities have pre-3 services. The costs will be higher for Councils that have 0-2 and 2-3 years services at a 1:3/1:5 ratio (as opposed to a 1:8 staff/child ratio in 3-5 years). Early Years also provide a range of services to complement mainstream provision; these include services for children with ASN, family support services and out of school provision.

Next steps:

Early Years continues to be a strategic priority for the Scottish Government. The Council is also planning ahead for the significant expansion of hours in August 2020. Policy direction is in investment/early intervention and in resource heavy areas such as flexibility and staffing.

Appendix 1

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There are a number of indicators regarding educational attainment by secondary school pupils that should be considered together:

CHN 4 % of Pupils gaining 5+ Awards at Level 5
CHN 5 % of Pupils gaining 5+ Awards at Level 6
CHN 6 % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5
CHN 7 % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6

CHN 4: % of Pupils gaining 5+ Awards at Level 5							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
62	17th	62	3rd	↓ 3 places from 14th	61	57	55

CHN 5: % of Pupils gaining 5+ Awards at Level 6							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
32	17th	34	3rd	↓ one place from 18th	32	30	27

CHN 6: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
46	8th	42	1st	↑ 8 places from 16th	41	41	41

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CHN 7: % of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
17	**12th**	**16**	**2nd**	**↔ no change**	**15**	**16**	**13**

What the data tells us:

In 2017/18, we saw an increase (of 1%) in the number of pupils who gained 5+ Awards at Level 5. Despite this improvement, our position in the national rankings declined by three places to 17th, which takes us from quartile two to quartile three. The range for this measure is 48%-87% (Dundee City and East Renfrewshire respectively).

The number of Inverclyde pupils who gained 5+ Awards at Level 6 was 32% in both 2016/17 and 2017/18. Although our ranking for this measure declined by one place to 17th, we retained our position in the third quartile. The range for this indicator is 24%-63% (Clackmannanshire/Dundee City and East Renfrewshire respectively).

The number of pupils from deprived areas who gained 5+ Awards at Level 5 had remained at 41% for three consecutive years. However, in 2017/18, we saw a significant increase (of 5%); this means we are now 4% above the national average for this measure. This improved performance resulted in an improvement of eight places (to eighth) in the national rankings which resulted in us moving from the second quartile to the first one. The range for the first indicator is 29%-69% (Aberdeen City and East Renfrewshire respectively).

We also saw an improvement (of 2%) in the number of pupils from deprived areas who gained 5+ Awards at Level 6, which means we are now 1% above the national average. Our position in the national rankings was unchanged (at 12th) and we retained our position in quartile two. The range for this indicator is 9%-37% (Aberdeen City/Clackmannanshire/Highland and East Renfrewshire respectively).

Contextual information:

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below the high level indicators, there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people). Differentiations exist year-on-year with such measures as cohorts differ in ability levels. Overall trends during 2013/17 demonstrate sustained improvement; however, that trend has not been maintained in areas of deprivation. Detailed local analysis at school/stage level has identified areas and subjects where additional support is required to build on the previous results at Standard Grade. Performance in this area is both monitored and benchmarked.

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It should be noted that for these measures – and indeed every educational attainment measure - the Council outperforms its 'virtual comparators'. Our virtual comparators comprise pupils from schools in other local authorities who have similar characteristics to the pupils in Inverclyde schools. The virtual comparator is a measure where, for every one pupil in our statistics, information is gathered relating to 10 similarly attaining students from across Scotland. For example, a school subject taken by 35 students would be compared to 350 pupils of similar ability. Therefore, to outperform our virtual comparators is a good measure of how well the Council is performing against a much larger group of students. Further, the process allows us to see how our pupils' performance compares to a similar group of pupils from across the country; it also helps us undertake self-evaluation and improvement activities.

Inverclyde consistently performs well in terms of educational attainment, given the socio-economic context of the area. We have a high percentage of children living in Scottish Index of Multiple Deprivation (SIMD) areas, however, Inverclyde continues to perform well in comparison to other local authorities.

Allocation of support staff in schools is now done on the basis of a weighted, multi-variable analysis, to ensure that, across a number of relevant factors, support is placed where there is greatest need. The SIMD is a significantly weighted factor in this exercise.

SIMD analysis is now interrogated via the Council's Insight ICT system, alongside SIMD profiling of school populations.

School tracking procedures allow schools and local authorities to analyse performance at regular intervals and by SIMD, gender and ASN/LAC etc.

Next steps:

Benchmarking takes place nationally and with our virtual comparators, using Insight.

Establish benchmarking and measures of attainment/achievement in the context of National Qualifications.

Significantly more analysis will be carried out at departmental and class level to enable targeted intervention, particularly of identified groups.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CHN 10 % of Adults satisfied with local schools

CHN 10: % of Adults satisfied with local schools							
Inverclyde 2015/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2013/16-2014/17**	**2014/17**	**2013/16**	**2012/15**
86.33	**4th**	**72.33**	**1st**	**↓ 2 places from 2nd**	**89.33**	**87.33**	**86.33**

What the data tells us:

In terms of satisfaction with schools in Inverclyde, the data shows there was a decrease of 3% to 86.33% between 2014/17 and 2015/18. Despite a decline of two places in the national rankings, we retained our position in the first quartile. We are also 14% above the Scottish average for satisfaction with local schools. The range for this indicator is 62.67%-91.33% (Dundee City/Glasgow City and Orkney Islands respectively).

Contextual information:

It is important to capture some element of the quality of children's services in terms of service users' opinions. Currently, the only data source which is comparable across all Scottish local authorities is the Scottish Household Survey.

Inverclyde Council has a £270 million schools programme which is delivering new and refurbished schools across the entire school estate. Our schools have received praise at a national and international level.

Parents also make judgements on school satisfaction based on attainment, achievements and perception of the quality of school provision (Education Scotland reports).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

As part of a £270 million investment in the School Estate, the Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme nearing completion. Proposals for the acceleration of the remaining primary school projects and works across the early years' estate were agreed as part of the Council's 2016 budget-setting process to allow completion of the programme by 2020; this will result in the schools programme being completed five years earlier than originally anticipated. The ongoing programme of works, combined with the closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition, suitability and sufficiency of the school estate.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding school leavers that should be considered together:

CHN 11: % of Pupils entering positive destinations
CHN 21: Participation rate for 16-19 year olds (per 100)

CHN 11: % of Pupils entering positive destinations							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**93**	**94.3**	**94.6**

CHN 21: Participation rate for 16-19 year olds (per 100)							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2013/14**
91.6	**20th**	**91.8**	**3rd**	**↓ 5 places from 15th**	**91.9**	**91.2**	**new indicator for 2015/16**

What the data tells us:

The positive destination details for the last reporting year will be available in March 2019.

Between 2016/17 and 2017/18, the participation rate decreased very slightly (by 0.3%). Although our 2017/18 figure for this measure is only marginally below the national average (by 0.2%), we dropped five places in the national rankings which meant we moved from the second quartile to the third one. The range for this indicator is 88.7%-97.6% (Dundee City and Eilean Siar respectively).

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Contextual information:

The Annual Participation Measure reports on the activity of the wider 16-19 year old cohort, including those at school, and will help to inform policy, planning and service delivery. The Annual Measure takes account of all statuses for individuals over the course of the year, rather than focusing on an individual's status on a single day.

The aim is to increase the participating figure, reduce the non-participating figure and reduce the number of 16-19 year olds whose status is unconfirmed. Inverclyde's performance in comparison to the national figures is:

	Inverclyde		**Scotland**	
	Year	**% of 16-19 year olds**	**Year**	**% of 16-19 year olds**
Participating in education, training or employment	2016	91.2	2016	90.4
	2017	91.9	2017	91.1
Non-participating	2016	4.7	2016	4
	2017	3.9	2017	3.7
	2018	**4.2**	**2018**	**3.4**
Unconfirmed status	2016	4.1	2016	5.6
	2017	4.1	2017	5.3

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

	Inverclyde		Scotland	
	Year	**% of 16-19 year olds**	**Year**	**% of 16-19 year olds**
	2018	**4.2**	**2018**	**4.7**

It should be noted that, in 2018, the main issue is around the 18 and 19 year old age groups:

- a reduction of 0.2% in the number of 18 year olds participating
- a reduction of 1.2% in the number of 19 year olds participating
- an increase of 1.6% in the number of 19 year olds not participating
- an increase of 0.7% in the number of 18 year olds reporting as unconfirmed.

Next steps:

Additional information on the Annual Participation Measure 2018 figures is available from a report submitted to the meeting of the Inverclyde Alliance Board on 1 October 2018: Inverclyde Alliance Board - meeting on 1 October 2018 (agenda item 16).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding total tariffs that should be considered together:

CHN 12a Overall average total tariff
CHN 12b Average total tariff – SIMD Quintile 1
CHN 12c Average total tariff – SIMD Quintile 2
CHN 12d Average total tariff – SIMD Quintile 3
CHN 12e Average total tariff – SIMD Quintile 4
CHN 12f Average total tariff – SIMD Quintile 5

CHN 12a	**Overall average total tariff**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
882	**18th**	**891**	**3rd**	**↓ 9 places from 9th**	**924**	**889**	**844**

CHN 12b	**Average total tariff – SIMD Quintile 1**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
632	**13th**	**618**	**2nd**	**↓ 6 places from 7th**	**675**	**682**	**624**

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CHN 12c	Average total tariff – SIMD Quintile 2						
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
765	16th	750	2nd	↓ 12 places from 4th	925	839	813

CHN 12d	Average total tariff – SIMD Quintile 3						
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
1,086	3rd	896	1st	↑ one place from 4th	1,106	923	920

CHN 12e	Average total tariff – SIMD Quintile 4						
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
1,135	5th	1,016	1st	↓ one place from 4th	1,215	1,141	1,080

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CHN 12f	**Average total tariff – SIMD Quintile 5**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
1,288	**4th**	**1,221**	**1st**	**↑ 6 places from 10th**	**1,231**	**1,348**	**1,232**

What the data tells us:

In 2017/18, our performance for one of the total tariff score indicators improved, while the performance of the other five indicators declined. However, for five of the six measures in this section of the Framework, our performance is above the national average. Comparable details for 2017/18 these indicators are:

Indicator		**Inverclyde**	**Scottish average**	**Range and Councils**	
CHN 12a	Overall average total tariff	882	891	686-1,388	Dundee City and East Renfrewshire respectively
CHN 12b	Average total tariff – SIMD Quintile 1	632	618	446-972	Aberdeen City and East Renfrewshire respectively
CHN 12c	Average total tariff – SIMD Quintile 2	765	750	591-1,139	Aberdeen City and East Renfrewshire respectively
CHN 12d	Average total tariff – SIMD Quintile 3	1,086	896	673-1,324	Moray and East Renfrewshire respectively
CHN 12e	Average total tariff – SIMD Quintile 4	1,135	1,016	861-1,369	Eilean Siar and East Dunbartonshire respectively

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CHN 12f	Average total tariff – SIMD Quintile 5	1,288	1,221	314-1,527	Shetland Islands and East Renfrewshire respectively.

Contextual information:

This suite of measures outlines the average total tariff scores for pupils in the senior phase (S6 based on the S4 cohort), including the average total tariff score by SIMD Quintile. An outcome consistently included at both the national and local level across the UK is the desire to increase the educational attainment of children from deprived backgrounds.

Next steps:

These measures are key to closing the attainment gap. Inverclyde's results are very strong in terms of the relative attainment of our pupils when they are compared to young people across the country who live in similar areas. However, the Insight analysis used for national and local benchmarking routinely shows that young people's attainment (their average tariffs scores) are lower in more deprived areas. The less deprived a young person is, the higher their attainment is likely to be. This is something that we hope to address as we seek to close the attainment gap - raising attainment for all, but removing the expectation that pupils are less likely to achieve if they live in deprived areas.

In Inverclyde's educational establishments, implementation of the Attainment Challenge is looking to sustained improvement in literacy and numeracy. School improvement plans also aim to support ongoing improvements in outcomes for Additional Support Needs, *Looked after children* – particularly *looked after children* at home.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding early years that should be considered together:

CHN 17 % of Children meeting developmental milestones

CHN 18 % of Funded early years provision which is graded good/better

CHN 17	% of Children meeting developmental milestones						
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
details will be available in June 2019					55.2	70.7	71.56

CHN 18	% of Funded early years provision which is graded good/better						
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
95.83	8th	91.03	1st	↓ 7 places from 1st	100	100	95.83

What the data tells us:

The details for the last reporting year about children meeting their development milestones will be available in June 2019.

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Following maximum performance for two consecutive years in terms of our funded early years provision which is graded good/better, our 2017/18 performance for this measure declined slightly to 95.83%. This means that, while we dropped seven places in the national rankings, we retained our position in the first quartile. The range for this indicator is 75.44%-100% (Moray and Stirling respectively).

Contextual information:

It is during our very earliest years that a large part of the pattern for our future adult life is set. The early years are therefore a key opportunity to assess and understand the progress being made in improving outcomes.

The Children and Young People (Scotland) Act 2014 introduced a commitment to the near doubling of entitlement to funded early learning and child care to 1,140 hours a year by 2020 for all three and four year olds and eligible two year olds. The aim is to provide a high quality experience for all children which complements other early years and educational activity to close the attainment gap, and recognise the value of those we entrust to give our children the best start in life.

Next steps:

The first measure is fundamental in pursuing the following aims:

- we want everyone to have the same outcomes and opportunities;
- we identify those at risk of not achieving those outcomes to take steps to prevent that risk materialising;
- we take effective action where the risk has materialised; and
- we work to help parents, families and communities to develop their own solutions, using accessible, high quality public services, as required.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are a number of indicators regarding school attendance and exclusions that should be considered together:

CHN 19a School attendance rates (per 100 pupils)

CHN 19b School attendance rates (per 100 *looked after children*)

CHN 20a School exclusion rates (per 1,000 pupils)

CHN 20b School exclusion rates (per 1,000 *looked after children*)

CHN 19a	**School attendance rates (per 100 pupils)**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**92.5**	**-**	**93**

CHN 19b	**School attendance rates (per 100 *looked after children*)**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**85.88**	**-**	**89.03**

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CHN 20a	**School exclusion rates (per 1,000 pupils)**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in June 2019					**17.26**	**-**	**19.7**

CHN 20b	**School exclusion rates (per 1,000 *looked after children*)**						
Inverclyde 2016/17	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in June 2019					**55.05**	**-**	**148.33**

What the data tells us:

While these measures were introduced to the Framework for 2016/17, some historical information is also available. The details for the last reporting year will be available in March and June 2019 (attendance rates and exclusions respectively).

Contextual information:

Good attendance is key to ensuring that every child has the best start in life and has access to support and learning that responds to individual needs and potential. Absence from school, whatever the cause, disrupts learning. Additionally, the role of school attendance in the protection of children is key. Local authorities record information on pupils' attendance and absence from schools and the reasons for this. The details are then used to monitor pupil engagement and to ensure pupils' safety and well-being by following up on pupils who do not attend school.

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Information about pupils' attendance and exclusions is also included in the Statutory and Key Performance Indicator reports which are submitted to the Policy and Resources Committee in November each year.

Next steps:

Pupil attendance at school is a priority for the Council and robust monitoring and recording systems are in place to maximise attendance in our educational establishments.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding vulnerable children that may be considered together:

CHN 8a Gross cost of *children looked after* in residential-based services per child per week

CHN 8b Gross cost of *children looked after* in a community setting per child per week

CHN 9 Balance of care for *looked after children* - % of children being looked after in the community

CHN 22 % of Child protection re-registrations within 18 months

CHN 23 % of *Looked after children* with more than one placement in the last year (August-July)

CHN 8a	**Gross cost of *children looked after* in residential-based services per child per week**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**3,082.00**	**3,200.00**	**3,242.00**

CHN 8b	**Gross cost of *children looked after* in a community setting per child per week per child per week**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**152.05**	**164.91**	**123.92**

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CHN 9	Balance of care for *looked after children* - % of children being looked after in the community						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**87.61**	**85.02**	**87.08**

What the data tells us:

The 2017/18 details for these three measures will be available in March 2019.

Contextual information:

In terms of children's social work services, a major cost carried by the Council is the cost of caring for *looked after children* in a residential setting or in a fostering/family placement setting. *Looked after children* may also be cared for in the community. It is therefore suggested that the three indicators above may be looked at alongside each other.

Next steps:

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CHN 22	% of Child protection re-registrations within 18 months						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**4.26**	**1.75**	**8.47**

What the data tells us:

The details about child protection re-registrations (within 18 months) in 2017/18 will be available in March 2019.

Contextual information:

Re-registration data shows the number of children on Child Protection Registers (CPRs) who come back on to the Registers. Re-registration rates could suggest that the decision to initially remove them from a CPR was premature and that they are not actually safer. If re-registrations were to increase, it may be reasonable to question whether children were being taken off plans before necessary safeguards have been put in place. It should be noted that the 2016/17 figure represents a very small number of re-registrations and, as such, it is not something the Service is unduly concerned about or deems it appropriate to take additional action on.

Next steps:

The ability to assess immediate risk and anticipate risk in the future is aided by good quality information gathering, consideration of previous patterns as recorded in the child's chronology and the analysis of the impact and availability of support networks for a vulnerable family (via genograms/ecomaps) through periods of challenge and change. Throughout 2018, the Child Protection Committee's improvement action shall focus on improving assessment skills and creating a set of minimum standards for practice which will include supporting and training practitioners to become more confident in the use of standardised tools for information gathering, assessment and risk assessment with the aim of reducing uncertainty and ensuring that recommendations around re-registration are based on clear evidence.

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CHN 23 % of *Looked after children* with more than one placement in the last year (August-July)

CHN 23	**% of *Looked after children* with more than one placement in the last year (August-July)**						
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
details will be available in March 2019					**13.3**	**19.81**	**22.01**

What the data tells us:

The 2017/18 details about *looked after children* with more than one placement in the last year (August-July) will be available in March 2019.

Contextual information:

Councils strive to be the best corporate parents they can be for those children and young people whose needs are best served by being in care. Sound attachment is now well understood as a critical underpinning for a child's healthy growth and development. The need for a safe, stable place to live and for ongoing secure relationships must be central to the child's plan.

While no two cases will be the same, and each child must be placed in a situation that is appropriate to them, the need to secure and maintain attachments is an important factor to be considered in all care planning. Consideration of the most effective means of securing long-term stability for a child should include permanent foster and kinship care, or residential care as a positive option.

Evidence shows that effective and efficient decision-making as early as possible in a child's life produces the most cost-effective interventions.

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Next steps:

Good Corporate Parents take responsibility for promoting the wellbeing of all care experienced children and young people by working collaboratively to reduce the barriers and inequalities experienced by looked after children throughout their care journey. Corporate Parenting was a focus area for the Inspection of Children's Services carried out by the Care Inspectorate.

The Citizens' Panel Summer 2017 questionnaire provided the opportunity to consult with local people on the Council's Corporate Parenting duties. The responses provided valuable messages that we can use to inform future communication and training around the needs of looked after children and young people and the effectiveness of Inverclyde's Corporate Parenting planning.

A key issue that looked after children and care leavers often tell us about is the lack of understanding and stigma attached to being in care; more than two thirds (68%) of respondents agreed with this. Fifty-nine per cent of Panel members said they were not aware of the Council's work to support looked after children and young people, confirming that reducing the stigma and barriers experienced by looked after children should continue as a priority for Corporate Parents; this is a priority area for the Proud2Care Group (representing *looked after children* at home, kinship, foster care and residential care) and was an agenda item on the first Champions' Board Meeting held in April 2018.

Focusing on how best we can safeguard and promote the welfare and wellbeing of looked after children and those leaving care, the majority of respondents (91%) rated the need for professionals to work together and the need to listen to children and young people (78%) as being very important. Inverclyde's proposed *Champions' Board* approach to Corporate Parenting will be a key driver in enabling looked after children and care leavers to work with Corporate Parents in shaping and delivering services. Additionally, the Child Protection Committee recognised the potential need to promote the concept of a citizen's role in accessing *early help* and this was taken forward as a priority in 2018.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Corporate services

		Change in position in the national rankings 2016/17-2017/18	
CORP 1	Support services as a % of total gross expenditure	●	amber – performance maintained
CORP 3b	% of the highest paid 5% employees who are women	●	red – declined
CORP 3c	The gender pay gap	●	amber – performance maintained
CORP 4	The cost per dwelling of collecting Council Tax	●	red – declined
CORP 6a	The average number of working days per employee lost through sickness absence – teachers	●	red – declined
CORP 6b	The average number of working days per employee lost through sickness absence – all other employees	●	green – improved
CORP 7	% of Income due from Council Tax received by the end of the year	●	red – declined

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CORP 8	% of Invoices sampled that were paid within 30 days	●	green – improved

Corporate services: 8 indicators	**1st quartile**	**2nd quartile**	**3rd quartile**	**4th quartile**
	2	**3**	**1**	**2**

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

CORP 1 Support services as a % of total gross expenditure

CORP 1: Support services as a % of total gross expenditure							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
3.17	**3rd**	**4.45**	**1st**	**↔ no change**	**3.09**	**2.93**	**3.17**

What the data tells us:

The data shows that, for the second consecutive year, Inverclyde had the third lowest central support costs as a percentage of total gross expenditure. Although there was a marginal increase in our central support costs (of 0.08%) between 2016/17 and 2017/18, we are still 1.28% below the Scottish average for this measure. Additionally, as our ranking is unchanged at third, we remain in the first quartile. The range for this indicator is 2.2%-7.65% (Shetland Islands and Highland respectively).

Contextual information:

Central support costs are classed as overhead costs for services such as ICT, HR, Legal and Finance. An efficient organisation aims to keep overheads to a minimum. However, we have been working to clarify how the financial information is captured to provide a consistent approach and enable comparisons to be more meaningful. Benchmarking takes place in support areas such as CIPFA accountancy benchmarking and the Society of IT Managers.

Next steps:

We will continue to look for ways to improve efficiency in our support services as part of ongoing self-evaluation and continuous improvement with the aim of reducing overheads overall.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two equal opportunities indicators that should be considered together:

CORP 3b % of the highest paid 5% employees who are women
CORP 3c The gender pay gap

CORP 3b: % of the highest paid 5% employees who are women							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
53.92	15th	54.60	2nd	↓ 2 places from 13th	52.94	53.2	50.63

CORP 3c: The gender pay gap							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
8.71	30th	3.93	4th	↔ no change	9.3	10.89	new indicator for 2015/16

What the data tells us:

The data shows that the number of employees in the highest 5% of earners who are female increased slightly (by 0.98%) in 2017/18. Despite this, our ranking decreased by two places to 15th in Scotland. Additionally, the number of female employees at Inverclyde Council who are in the highest 5% of earners is marginally below the national average (by 0.68%). The range for this indicator is 26.56%-65.19% (Shetland Islands and Stirling respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The second equal opportunities indicator was introduced by the Improvement Service in 2015/16 to provide a broader view of the gender pay balance across all employees in Councils, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. Ultimately, this measure will replace indicator CORP 3b; in the meantime, however, during the transition period, the data for both measures is included in the Framework.

A gender pay gap continues to exist due to the gender make up of key occupational groups. In particular, lower paid jobs such as catering, cleaning and home care predominantly comprise part-time female groups. Councils who have outsourced these groups to external organisations are likely to record a far lower gender pay gap as a result. The key measure for the Council is that we pay equal pay for work of equal value and this is assured through the robust implementation of the Scottish Joint Council's Job Evaluation Scheme in partnership with the trade unions. In addition, independent equality impact assessments are carried out on our pay and grading structure to ensure it meets equality standards and is non-discriminatory. Key to reducing the gender pay gap will be achieving a more even gender split across some of the key employee groups mentioned above and continuing to ensure women are encouraged and developed into senior roles. The range for this indicator is -6.97%-13.7% (Glasgow City and Eilean Siar respectively).

Contextual information:

The Gender Pay Gap is based on a percentage of the Male Average Total Hourly Rate.

In 2017/18, there were 204 employees in the top 5% of earners at Inverclyde Council; of these, 110 were female.

The reason for the change in our gender pay gap figure between 2016/17 and 2017/18 is that, when the male/female employee ratio changes into higher/lower grades by gender, the male/female average hourly rate also changes which has a positive or negative impact on the gender pay gap. Additionally, in 2017/18, the average hourly rate for male employees changed from the previous year at £14.93 (an increase of £0.09) while the corresponding rate for female employees increased slightly more during the same period, rising from £13.46 to £13.63 (an increase of £0.17).

The Council has robust equality management procedures in place. In addition, recruitment and selection procedures are equality impact-assessed to ensure that equality standards are met. Recruitment and selection procedures are also subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The gender split of Council employees is 74% female to 26% male. There is a disproportionate number of women working for the Council compared to the wider population of Inverclyde, which is 52% female and 48% male. There continues to be occupational segregation at the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts.

In 2017, the Scottish gender pay gap was 16% while the United Kingdom figure remained at 18%. However, no target has been set for gender pay gaps. Organisations like Inverclyde Council are required to produce an annual Gender Pay Gap Report and explore any grade issues which emerge. These are often reasons for such issues including, for instance, cases when new employees from one gender are usually appointed to particular posts at the starting point of a grade; examples of such posts include catering and cleaning appointments.

Following approval by the Policy and Resources Committee on 21 March 2017, the Council published its Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Report 2017; to view the information, visit Equality and diversity.

Next steps:

Further assessment will be undertaken on the split by gender of grades/salary, access to training opportunities and progression within the Council, to help to establish what is happening regarding occupational segregation and identify ways to tackle it.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators regarding Council Tax that should be considered together:

CORP 4 The cost per dwelling of collecting Council Tax
CORP 7 % of Income due from Council Tax received by the end of the year

CORP 4: The cost per dwelling of collecting Council Tax							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
12.73	**29th**	**7.35**	**4th**	**↓ places from 27th**	**12.84**	**12.66**	**12.32**

CORP 7: % of Income due from Council Tax received by the end of the year							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
95.52	**24th**	**96**	**3rd**	**↓ one place from 23rd**	**95.32**	**95.12**	**94.8**

What the data tells us:

Cost per dwelling of collecting Council Tax: The cost per dwelling of collecting Council Tax reduced very slightly (by £0.11) in 2017/18. In terms of comparison with other Councils, as stated in previous years, this figure is not a true comparison as different local authorities include/exclude different factors which reduce their costs. It should also be noted that our cost per dwelling is £5.86 less than it was in 2010/11 when the Framework was introduced.

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The costs for this indicator range from £2.78 in Fife to £27.02 in Eilean Siar. The cost is fairly reflective in terms of the level of resource required to collect Council Tax, particularly due to the demographics in the Inverclyde area combined with the high Benefit caseload.

% of income due from Council Tax received by the end of the year: The percentage of income from Council Tax received by the end of the year increased by 0.2% and was the highest ever achieved by the Council. Despite this improvement, our position in the national rankings dropped by one place. However, it should be noted that the range for this indicator is very small: 93.91% in Dundee City to 97.92% in Orkney Islands. This indicates that all Councils have a similar percentage for this measure, with only a 4.01% difference between the best and poorest performing local authorities.

Contextual information:

Cost per dwelling of collecting Council Tax: The cost of collection represents just 2.2% of the revenue collected and, as part of the 2018/19 budget, a post has been removed from the Team. Officers are monitoring the impact closely to ensure that this does not have a detrimental effect on revenue.

Officers do not believe it is practical to reduce costs further. The Finance Service is confident that the indicator in relation to Inverclyde is accurate and has shown real term reductions in costs over the last few years.

It remains difficult to see how some Councils can have significantly lower costs if they are calculating the rate on the same basis. Therefore, there requires to be more inspection of the detail behind each Council's calculation to ensure a like-for-like comparison is made.

This is an indicator which is reviewed annually by the Directors of Finance and the consistency of reporting costs has been a matter of concern for the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

While there is no formal benchmarking, the Directors of Finance statutory performance indicators are looked at each year and the Finance Service continually looks at best practice and reviews what areas are being charged to this measure. This area is therefore under constant review.

% of income due from Council Tax received by the end of the year: This is an area that is constantly monitored and has been reported in the Corporate Directorate Improvement Plan 2016/19 progress reports. Whilst there is no formal benchmarking, the Chief Financial Officer receives monthly briefings on this

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

area of performance which has been benchmarked since 1993. Performance is regularly reviewed with the Council's debt management partner. A good practice guide issued by the Directors of Finance has been reviewed to identify areas of possible improvement. Previous detailed comparison with a number of Councils with higher overall collection shows that Inverclyde out-performs these local authorities on a Band-by-Band basis and that housing tenure/values are a key influence on this measure.

It should also be noted that some local authorities report Council Tax collection levels using a methodology which inflates collection levels by 1-2% due to the way water and sewerage monies are allocated. While this is a truer way of reporting, if Inverclyde Council was to report in this way, we would show a higher collection figure. The Council's Chief Financial Officer continues not to adopt this approach in order to be consistent with prior years.

Despite the continuing difficult economic climate, in-year Council Tax collections rose in 2017/18. This is testament to the hard work and commitment of the Council's revenue services and effective partnership working with the Council's debt management partner.

Performance is consistently under review and fresh initiatives implemented where it is identified that collection levels could be improved. Finally, the current economic climate continues to make the collection of Council Tax a difficult task.

Next steps:

The cost of collecting Council Tax is reviewed annually though Directors of Finance performance indicators. There is also ongoing monitoring to ensure efficiencies in processes are in place to drive costs down.

In terms of Council Tax collection rates, despite being fairly resource intensive, participation in the Water Direct Scheme with the Department of Work and Pensions will continue. This measure is monitored on a monthly basis. We will also continue to monitor and review performance and look for ways to maximise Council Tax income while keeping costs down.

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CORP 6a The average number of working days per employee lost through sickness absence – Inverclyde Council teachers
CORP 6b The average number of working days per employee lost through sickness absence – all other employees

CORP 6a: The average number of working days per employee lost through sickness absence – teachers							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
5.18	**9th**	**5.93**	**2nd**	**↓ 2 places from 7th**	**5.2**	**5.5**	**6.42**

CORP 6b: The average number of working days per employee lost through sickness absence – all other employees							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
10.58	**10th**	**11.41**	**2nd**	**↑ 5 places from 15th**	**10.86**	**9.48**	**11.11**

What the data tells us:

The data shows an improvement in the sickness absence rates for both teachers and for all other employees. We are also below the national average for both measures (by 0.75 days and 0.83 days respectively).

The number of days lost due to sickness absence for teachers decreased by 0.02 days between 2016/17 and 2017/18, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11. Despite this improvement, our national ranking reduced by two places (from seventh place to ninth)

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which meant we moved from the first quartile to the second one. The range for this indicator is 4.2 days-9.12 days (East Ayrshire and Clackmannanshire respectively).

The number of days lost due to sickness for all other employees also decreased - by 0.28 days - resulting in an improvement of five places in the national rankings. The range for this indicator is 8.36 days-16.78 days (East Ayrshire and Clackmannanshire respectively).

Contextual information:

The Council is committed to reducing the absence rates. Employee costs form a large proportion of the Council's budget and it is recognised that high levels of absence represent a significant cost that we must reduce. A challenging absence rate of nine work days per full-time equivalent employee has been set and the Council will continue to work to improve absence rates.

Through robust absence management procedures, the Council endeavours to support employees and reduce the level of absence. Reasons for absence are analysed and, through working with colleagues in Council Services, targeted interventions are in place. Since 2013, a series of absence *frequently asked questions* sessions have been arranged to assist managers in dealing with absence cases more effectively.

The Council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. Musculoskeletal issues and mental health-related illness represent the largest percentage of absence at the Council. Strategies are in place to have employees with those issues fast-tracked to HR so that support can be provided as quickly as possible. We also have an on-line attendance management form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

Council Services that have higher than average absence rates are targeted with HR support, as required. In addition, the Supporting Employee Attendance Policy is actively promoted in those Services.

Council Services have access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also provided with quarterly absence information as part of their quarterly Workforce Information Activity Reports.

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We have undertaken a targeted response to absence management where areas of concern have been identified; this has ensured attendance management has been brought to the top of the agenda in a variety of ways:

- real time information is available to managers via the fully automated HR/Payroll system;
- HR produce and distribute attendance information at regular intervals by section, establishment and employee;
- the Local Negotiating Committee for Teachers and head teachers' meetings are attended by HR where attendance is discussed;
- attendance is an established item at the Trades Union Liaison meetings and HR attends Directorate Management Team meetings on a regular basis to discuss this; and
- training on supporting attendance includes lunch time drop-in type meetings, where managers can meet an HR representative to discuss attendance issues.

As well as being an external statutory performance indicator, absence is an internal key performance indicator which is analysed quarterly and reported to the Policy and Resources Committee. Absence statistics are also submitted to Service Committees by all Council Services to allow scrutiny to be undertaken at a Service Committee level.

Next steps:

Maximising employee attendance is a key area of focus in the People and Organisational Development Strategy 2017/20 which was approved by the Policy and Resources Committee on 20 September 2016. To view the Strategy, visit: People and Organisational Development Strategy 2017/20 (agenda item 19). Additionally, our Managing Attendance Policy was reviewed last year to reflect legislative changes and best practice and the refreshed Supporting Employee Attendance Policy was approved by the same Committee on 20 June 2017; to view the document, visit: Supporting Employee Attendance Policy (agenda item 22).

Although guidelines are available to all Councils around how data is collected and analysed, we continue to seek information to ensure we are comparing like-for-like as some local authorities operate manual absence recording systems and others collect data electronically.

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CORP 8 Payment of invoices: % of invoices sampled that were paid within 30 days

CORP 8: Payment of invoices: % of invoices sampled that were paid within 30 days							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
97.13	**1st**	**93.19**	**1st**	**↑ 4 places from 5th**	**96.65**	**96.48**	**96.59**

What the data tells us:

The data shows that Inverclyde was the top performing authority for this measure during the last reporting year. Additionally, in 2017/18, the percentage of invoices that were paid within 30 days was the highest ever achieved by the Council. Our national ranking improved by four places and we retained our position in the first quartile. Our performance for this measure also comfortably exceeds the Scottish average (by 3.94%). The range for this indicator is 78.02%-97.13% (Scottish Borders and Inverclyde respectively).

Contextual information:

The Council is constantly looking to see where it can improve efficiency and this is an area where the Council has made significant efficiencies in the past. The Team has been reduced in size as the result of budget savings and indications are that, in 2018/19, performance has reduced, albeit our performance still places the Council in the top quartile.

Like all areas within Finance, officers are constantly looking to see where efficiency can be improved.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported through the Corporate Directorate Improvement Plan 2016/19 progress reports.

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Next steps:

Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

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Adult social care

		Change in position in the national rankings 2016/17-2017/18	
SW 1	Home care costs per hour for people aged 65 or over	●	red – declined
SW 2	**New description:** Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+	●	green – improved
SW 3a	**New description:** % of People aged 65 and over with long-term care needs who receive personal care at home	●	green – improved
SW 4a	% of Adults receiving any care or support who rate it as excellent or good	●	green – improved
SW 4b	% of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	●	red – declined
SW 5	Residential costs per week per resident for people aged 65 or over	●	green – improved

Adult social care: **6 indicators**	**1st quartile**	**2nd quartile**	**3rd quartile**	**4th quartile**
	2	**2**	**1**	**1**

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SW 1 Home care costs per hour for people aged 65 or over

SW 1: Home care costs per hour for people aged 65 or over							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
27.37	**22nd**	**23.76**	**3rd**	**↓ 4 places from 18th**	**23.87**	**20.53**	**13.43**

What the data tells us:

The data shows that home care costs per hour for people aged 65 or over increased by £3.50 in 2017/18. The increase is due to pay awards, increments, reallocation of staff to home care and an increase in equal pay provision. The range for this indicator is £13.28-£46.76 (Clackmannanshire and Shetland Islands respectively).

The data used to report this indicator comes from the annual Social Care Survey. The home care element of the return is based on the number of scheduled home care hours at one week in March each year. Scheduled hours vary from the actual hours delivered for a number of operational reasons (such as cancelled visits). The annual return data is aggregated up for this indicator to show an indicative number of total hours of home care delivered for the year for each local authority area. This means that the data used to calculate the average hourly rate is likely to be inflated.

Contextual information:

Home care is delivered in the client's home (including sheltered housing) and may include personal care, domestic help, laundry services, shopping services, and care attendant schemes.

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Home care is a priority area for the Council to enact a shift in the balance of care and the move to Reablement and meeting the intensive needs of the client base. We are routinely improving our recording and reporting of care at home so this improvement in data management and new system implementation accounts for the difference from previous reports, as well as the distinctions explained above between scheduled hours reporting and actual hours reporting.

Benchmarking continues to take place via the National Community Care Benchmarking Network and quarterly performance service reviews.

Next steps:

We will continue to monitor performance through quarterly performance service reviews. Improved recording and reporting of home care data is a priority area for the HSCP.

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SW 2 Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+

SW 2: Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
5.56	**12th**	**6.74**	**2nd**	**↑ one place from 13th**	**4.86**	**4.63**	**1.04**

What the data tells us:

The performance data shows self-directed support (SDS) spending on adults aged 18+ as a percentage of total social work spend on adults 18+ increased by 0.7% in 2017/18; our ranking subsequently changed from 13th to 12th. The range for this indicator is 1.09%-21.14% (Dundee City and Glasgow City respectively).

Contextual information:

SDS allows people who need support to choose how their support needs will be met. This is a priority area for the Council as The Social Care (SDS) (Scotland) Act 2013 requires local authorities to offer people four choices on how their assessed social care is delivered. Initially, there was a slow uptake in SDS in Inverclyde, however, the pace has steadily increased from 2015/16. The focus has been on the development of processes to ensure people have been made aware of the Options and that this is supported with fair and equitable access to services. Recording of SDS options has also improved and this is, in part, the reason for the reported increase in performance, as well as some improvement in take up of Options 1 and 2. Staff training has been completed to tie outcome-based assessments with the options for SDS. Robust resource allocations are being developed along with public information and briefing sessions for providers. Performance is monitored through quarterly performance service reviews and the SDS Implementation Group.

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The total spend on social work for adults 18+ reduced in 2016/17 whereas the SDS spend remained almost in line with the 2015/16 level which resulted in the increase to 4.86%. Additionally, a change in how the LFR is presented since 2015/16 has resulted in grossed up charges being excluded from *Older People all other expenditure*; had this been included, the percentage figure would have been 0.3% less.

Next steps:

The next step is to further progress the implementation of the legislation. Work will progress the roll out of the new service user contract for Option 1 and the development of an individual service framework for Option 2. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing commission planning.

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SW 3a % of People aged 65 and over with long-term care needs who receive personal care at home

SW 3a: % of People aged 65 and over with long-term care needs who receive personal care at home							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
67.78	**6th**	**61.72**	**1st**	**↑ 5 places from 11th**	**64.86**	**64.12**	**59.07**

What the data tells us:

The data shows that the percentage of people aged 65+ with intensive needs receiving care at home increased by 2.92% during 2017/18. Our national ranking therefore changed from 11th to 6th out of the 32 Scottish local authorities. The range for this indicator is 42.57%-73.68% (Fife and Shetland Islands respectively).

Contextual information:

This indicator measures the extent to which the Council is maintaining people with long-term care needs in the community. Home care is one of the most important services provided by local authorities to support people with community care needs to remain at home. There is significant evidence that this helps them remain more independent for longer.

Increasing the flexibility of the service is a key policy objective for both Central and Local Government, to ensure that people receive the type of assistance they need, when they need it. This measure demonstrates the Council's progress towards the policy goal of shifting the balance of care.

A change in the 2015/16 guidance for the collection of continuing care data may affect comparability with figures for previous years. The Scottish Government is examining options to resolve this matter which may result in an update to the data presented here.

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This is another priority area for the Council, to enact a shift in the balance of care and the move to Reablement and meeting the intensive needs of the service user base. One concern highlighted in making comparisons with other Councils is that the national population-based vulnerable profile is set at age 75+. In Inverclyde, this population is relevant at a lower age.

As noted at indicator *SW1: Home care costs per hour for people aged 65 or over*, this data is based on a snapshot of the service during one week in March. Additionally, the variation between actual and planned hours, as well as changes in the way data is recorded, impacts on the accuracy of the information. It is very difficult to capture the level of ongoing activity in the home care service as the snapshot does not reflect the number of people entering and leaving the service.

The strategic approach to shifting the balance of care to ensure more people receive support in their own homes is impacted by demographic factors such as an increasing older and frailer population requiring support. The effectiveness of this is evidenced by the reduction in the number of people aged over 65 moving to live in a care home on a permanent basis. The actual numbers of service users receiving home care has remained fairly steady with a 6.5% increase from 2014 to 2017; this is in part due to the effectiveness of the Reablement service where at least a third of service users following Reablement do not require a support package in terms of ongoing service.

Performance is monitored through quarterly performance service reviews. Some benchmarking has been undertaken via the Scottish Community Care Benchmarking Network.

Next steps:

To continue monitoring through quarterly performance reviews and focus on the action plan measures, as noted above.

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There are two social work satisfaction measures that should be considered together:

SW 4a % of Adults receiving any care or support who rate it as excellent or good
SW 4b % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

SW 4a: % of Adults receiving any care or support who rate it as excellent or good							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2017/18	2016/17	2015/16	2014/15
83.46	8th	80.18	1st	↑ one place from 9th	-	83.68	87.18

SW 4b: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2015/16-2017/18	2016/17	2015/16	2014/15
76.56	25th	79.97	4th	↓ 21 places from 4th	-	88.39	85.96

What the data tells us:

The data shows that the vast majority of adults (83.46%) who receive any care or support in Inverclyde rated it as excellent or good in 2017/18. This meant that our position in the national rankings improved by one place, taking us from the second quarter to the first one. We are also above the national average for this measure (by 3.28%). The range for this indicator is 71.35%-94.32% (Midlothian and Orkney Islands respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Between 2015/16 and 2017/18, there was a drop in the number of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. This resulted in our position in the national rankings declining by 21 places to 25th, which places us in the fourth quartile. The range for this indicator is 70.65%-96.57% (Eilean Siar and Orkney Islands respectively).

Contextual information:

These indicators measure user satisfaction with social care services and the perceived impact this care has on the outcomes experienced. The data is taken from the Scottish Health and Care Experience Survey. The Survey – which can be completed online, by telephone or via a paper questionnaire which is returned by post – asks about people's experiences of accessing and using their GP Practice and Out of Hours Services; aspects of care and support provided by local authorities and other organisations; and caring responsibilities and related support.

Between 2015/16 and 2017/18, there was a drop of 24% in the number of local people who responded to the Survey; this may partially account for the decline in the performance of Indicator SW 4b. It is also worth noting that the change in performance of the Scotland-wide figures for this measure broadly reflects our performance i.e. between 2015/16 and 2017/18, the national figure fell from 84% to 79.97%, a drop of 4.03%.

It should also be noted that the results of feedback forms received by Care at Home services show a result of 99% for Indicator 4a and 100% for 4b.

Next steps:

We will continue to monitor satisfaction with HSCP services by analysis of feedback from service users and carers and of complaints and compliments.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

SW 5 Residential costs per week per resident for people aged 65 or over

SW 5: Residential costs per week per resident for people aged 65 or over							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
379.00	**15th**	**386.00**	**2nd**	**↑ 3 places from 18th**	**385.00**	**370.00**	**332.00**

What the data tells us:

The data shows that our net cost of residential care for older adults (65+) per week decreased by £6.00 in 2017/18. The range for this indicator is £195.00-£1,349.00 (Dumfries and Galloway and Shetland Islands respectively).

When the 2014/15 figure for the above indicator was calculated, the number of places in residential care for older adults (65+) was higher than our internal records indicated. The Council liaised with the Improvement Service regarding this matter and it has been established that some residents have been double counted because they have more than one care type. The agreed number of people has now been revised accordingly. The impact of this amendment is that the average weekly cost per resident in 2014/15 would change from £316.52 to £351.87. The Improvement Service confirmed that the 2014/15 figure for this measure would be updated when the Framework was refreshed in March 2017. As this has not been actioned, the Council contacted the Improvement Service again and it has been agreed that the historical information will be updated when the Framework was refreshed in March 2018.

The 2016/17 figure for this measure is incorrect because the care homes figure used to calculate the indicator was wrong, together with the number of long stay residents aged 65+. The Council contacted the Improvement Service regarding this matter and it has been agreed that the 2016/17 figure will be updated when the Framework was refreshed in March 2018. The refreshed figure is expected to be in line with the Scottish average.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Contextual information:

This comes from, and is linked to, the other priority indicators in this set of adult social care measures which is to positively impact and *shift the balance of care* for this area of the population and to allow them to be cared for at home or in other community-based settings as opposed to permanent residential care settings. The fluctuations in the reported figure can be dependent on the number of placements Inverclyde has funded, as well as the balance between Social Work-funded placements and those that are funded through Free Personal Care (FPC).

Next steps:

Explore this further and conduct further in-depth analysis and benchmarking of the data. Examine the impact of the balance of funding between FPC and Social Work on these figures, benchmarking with partners.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Culture and leisure services

		Change in position in the national rankings 2016/17-2017/18	
C&L 1	Cost per attendance at sport facilities	●	red – declined
C&L 2	Cost per library visit	●	amber – performance maintained
C&L 3	Cost of museums per visit	●	red – declined
C&L 4	Cost of parks and open spaces per 1,000 population	●	green – improved
C&L 5a	% of Adults satisfied with libraries	●	green – improved
C&L 5b	% of Adults satisfied with parks and open spaces	●	green – improved
C&L 5c	% of Adults satisfied with museums and galleries	●	red – declined

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

C&L 5d	% of Adults satisfied with leisure facilities	●	amber – performance maintained

Culture and leisure services: 8 indicators	1st quartile	2nd quartile	3rd quartile	4th quartile
	1	**3**	**3**	**1**

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding sport and leisure facilities:

C&L 1 Cost per attendance at sport facilities
C&L 5d % of adults satisfied with leisure facilities

C&L 1: Cost per attendance at sport facilities							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
2.47	**17th**	**2.71**	**3rd**	**↓ 10 places from 7th**	**1.85**	**2.02**	**1.60**

C&L 5d: % of adults satisfied with leisure facilities							
Inverclyde 2015/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2014/17-2015/18**	**2014/17**	**2013/16**	**2012/15**
87	**3rd**	**72.67**	**1st**	**↔ no change**	**89.67**	**88**	**89.33**

What the data tells us:

There was a small increase (of £0.62) in the cost per attendance at sport facilities in 2017/18. We are now positioned 17th in Scotland for this measure, a decline of 10 places, which takes us into the third quartile. However, our costs are £0.24 below the Scottish average. The range for this indicator is £0.70-£4.75 (Shetland Islands and Glasgow City respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland for the fifth consecutive time period, despite dropping slightly (by 2.67%) between 2014/17 and 2015/18. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 41.67%-90.33% (Dumfries and Galloway and Shetland Islands respectively).

Contextual information:

The costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

Leisure services in Inverclyde are managed by Inverclyde Leisure on behalf of the Council. Leisure facilities have benefitted from significant investment which may have resulted in the high rates of satisfaction. In 2008, Inverclyde Council pledged £23 million over five years to deliver new and refurbished leisure facilities across Inverclyde which include a £6 million community stadium at Parklea in Port Glasgow and a £1.8 million refurbishment of Ravenscraig Stadium.

Next steps:

The service will continue to look for opportunities to provide better value for money and deliver efficiencies on an ongoing basis.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding libraries:

C&L 2 Cost per library visit
C&L 5a % of Adults satisfied with libraries

C&L 2: Cost per library visit							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
3.10	**18th**	**2.08**	**3rd**	**↔ no change**	**2.90**	**3.07**	**3.52**

C&L 5a: % of Adults satisfied with libraries							
Inverclyde 2015/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2014/17-2015/18**	**2014/17**	**2013/16**	**2012/15**
78.67	**9th**	**73**	**2nd**	**↑ 4 places from 13th**	**79.33**	**80.67**	**81**

What the data tells us:

The data shows that the cost per library visit rose slightly in 2017/18 (by £0.20). Despite this small increase, our position in the national rankings was unchanged at 18th. The range for this indicator is £0.76-£5.19 (South Ayrshire and East Ayrshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Despite a very small drop (of 0.66%), satisfaction levels with local libraries remained high in 2015/18 (at 78.67%). Our ranking also improved from 13th place to ninth and we retained our position in the second quartile for this measure. It should be noted that Scottish Household Survey data includes all respondents and not just those who are library users. The range for this indicator is 52.33%-93.33% (Scottish Borders and Orkney Islands respectively).

Contextual information:

The Council's library staff work hard to encourage people to visit local libraries. We were therefore encouraged to see an improvement of almost 11,000 visitors between 2016/17 and 2017/18. During the last reporting year, we increased the number and range of events and activities on offer, for example, author visits, drop-in IT sessions, children's activities, and a well-attended event in the Central Library as part of the *Get it Loud in Libraries* programme. We also worked with Macmillan Cancer Support to assist with cancer information provision; offered *Chatty Café* sessions to help reduce social isolation; and hosted an orientation day for our New Syrian Scots to introduce them to library services. Additionally, we saw an increase in visits to libraries regarding Universal Credit as it now requires online access.

While the cost of running Inverclyde libraries compares well to all other authorities, a number of factors affect the total number of visits recorded:

- we have fewer libraries than the Scottish average;
- our libraries are smaller with shorter opening hours than the Scottish average;
- all our libraries except one are stand-alone (many other authorities have public libraries in schools, sports centres etc); and
- many areas of Inverclyde have comparatively low levels of literacy.

Additionally, visitor figures include *virtual visits*; however, as there is no standard definition of this, different authorities may be counting different things. We also conduct extensive outreach work in locations like family centres, nurseries and HMP Greenock, and this use of library services is difficult to capture and reflect as a *visit*.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Next steps:

Inverclyde Council's libraries service undertakes robust self-evaluation and has a service improvement plan in place. The service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland and contributes to the Family Group benchmarking facilitated by the Improvement Service with the aim of further improving services.

To find out more about the wide range of services offered by Inverclyde libraries, visit Libraries.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators which should be considered together regarding museums:

C&L 3 Cost of museums per visit
C&L 5c % of Adults satisfied with museums and galleries

C&L 3: Cost of museums per visit							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
12.34	28th	3.49	4th	↓ 10 places from 18th	4.09	3.73	4.16

C&L 5c: % of adults satisfied with museums and galleries							
Inverclyde 2015/18	Ranking	Scotland	Local authority quartile	Change in rank 2014/17-2015/18	2014/17	2013/16	2012/15
72.67	10th	70	2nd	↓ 2 places from 8th	79.67	82	82.33

What the data tells us:

The data shows that the cost per visit to the Museum increased by more than two thirds (£8.25) in 2017/18. This resulted in our position in the national rankings dropping by 10 places to 28th, which took us from the third quartile to the fourth one during the last reporting year. The range for this indicator is £0.21-£43.06 (Argyll and Bute and Renfrewshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

The percentage of adults satisfied with museums and galleries fell by 7%. Our ranking subsequently declined from eighth place to tenth, which meant we moved from quartile one to quartile two for this measure. However, we are above the Scottish average in terms of satisfaction with museums and galleries (by 2.67%). The range for this indicator is 40.67%-90.33% (Scottish Borders and Orkney Islands respectively).

Contextual information:

As the McLean Museum and Art Gallery has been closed for refurbishment since December 2016, the figure used to calculate the Museum cost per visit is entirely based on *virtual* visits, for example, people looking at the museum pages on the Council website and the Museum's online collection database *Collections Online*. Although a temporary *pop up* library, archive and museum operated at the Inverclyde Heritage Hub from the Business Store, Cathcart Street, from August 2017-December 2018, the visits to this facility are captured within the Libraries cost per visit and not the Museum cost per visit figure.

It is therefore pleasing to note that, despite these closures, more than 70% of adults expressed satisfaction with the relevant facilities in Inverclyde.

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists, together with extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest out with the cities. Cities have a higher potential visiting population, so costs per visit for the McLean are relatively higher given the smaller local population which it serves directly. Additionally, Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low.

Next steps:

The Museum is currently closed for refurbishment and it is hoped that visitor figures will increase once it re-opens. In the meantime, a temporary museum and library facility opened was set up in the former Business Store building between Summer 2017 and December 2018. In addition, the McLean Museum's online catalogue, which contains almost 8,000 illustrated records, is available to view via this web link: McLean Museum Collections On-Line. The Museum has a service improvement plan in place and benchmarks its services against others in Scotland by contributing to the relevant Improvement Service Family Groups.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are two indicators that should be considered together regarding parks and open spaces:

C&L 4 Cost of parks and open spaces per 1,000 population
C&L 5b % of Adults satisfied with parks and open spaces

C&L 4: Cost of parks and open spaces per 1,000 population							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
23,464.00	23rd	19,814.00	3rd	↑ 8 places from 31st	33,494.00	32,505.00	41,557.00

C&L 5b: % of Adults satisfied with parks and open spaces							
Inverclyde 2015/18	Ranking	Scotland	Local authority quartile	Change in rank 2014/17-2015/18	2014/17	2013/16	2012/15
88.33	10th	85.67	2nd	↑ 5 places from 15th	87.67	85.33	84.33

What the data tells us:

Between 2016/17 and 2017/18, there was a significant reduction (of £10,030) in the cost of parks and open spaces per 1,000 population. This resulted in an improved position in the national rankings, taking us from 31st position to 23rd, which means we move from the fourth quartile to the third one. However, our costs are £3,650 higher than the Scottish average. The range for this indicator is £891.00-£39,627.00 (Eilean Siar and West Dunbartonshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Satisfaction data has been extracted from the Scottish Household Survey. There was a small increase (of 0.66%) regarding satisfaction with parks and open spaces in 2015/18. Our ranking subsequently improved by five places to 10th, which means we retain our position in the second quartile. The range for this indicator is 70.33%-93% (Eilean Siar and South Ayrshire respectively).

Contextual information:

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde has a declining population whilst the parks establishment remains static, which helps account for increasing costs.

Next steps:

Service improvement efficiencies will continue to be introduced to reduce costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Environmental services

		Change in position in the national rankings 2016/17-2017/18	
ENV 1a	Net cost per waste collection per premise	●	red – declined
ENV 2a	Net cost of waste disposal per premise	●	green – improved
ENV 3a	Net cost of street cleaning per 1,000 population	●	amber – performance maintained
ENV 3c	Street Cleanliness Score	●	red – declined
ENV 4a	Cost of maintenance per kilometre of roads	●	red – declined
ENV 4b	% of A class roads that should be considered for maintenance treatment	●	green – improved
ENV 4c	% of B class roads that should be considered for maintenance treatment	●	green – improved

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ENV 4d	% of C class roads that should be considered for maintenance treatment	●	green – improved
ENV 4e	% of Unclassified roads that should be considered for maintenance treatment	●	green – improved
ENV 5	Cost of trading standards and environmental health per 1,000 population	●	amber – performance maintained
ENV 5a	Cost of trading standards, money advice and citizen advice per 1,000	●	red – declined
ENV 5b	Cost of environmental health per 1,000 population	●	green – improved
ENV 6	% of Total household waste arising that is recycled	●	green – improved
ENV 7a	% of Adults satisfied with refuse collection	●	red – declined
ENV 7b	% of Adults satisfied with street cleaning	●	amber – performance maintained

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Environmental services: 15 indicators	1st quartile	2nd quartile	3rd quartile	4th quartile
	3	4	5	3

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators that can be considered together regarding waste management:

ENV 1a Net cost per waste collection per premise
ENV 2a Net cost of waste disposal per premise
ENV 6 % of Total household waste arising that is recycled
ENV 7a % of Adults satisfied with refuse collection

ENV 1a: Net cost per waste collection per premise							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
40.04	**2nd**	**65.98**	**1st**	**↓ one place from 1st**	**35.57**	**41.64**	**39.80**

ENV 2a: Net cost of waste disposal per premise							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
90.54	**12th**	**98.42**	**2nd**	**↑ 5 places from 17th**	**96.24**	**86.23**	**85.01**

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ENV 6: % of Total household waste arising that is recycled							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
57.21	5th	45.6	1st	↑ 5 places from 10th	53.44	54.72	56.8

ENV 7a: % of Adults satisfied with refuse collection							
Inverclyde 2015/18	Ranking	Scotland	Local authority quartile	Change in rank 2014/17-2015/18	2014/17	2013/16	2012/15
90	3rd	78.67	1st	↓ one place from 2nd	91.33	93	91

What the data tells us:

In 2017/18, our net cost of waste collection reduced by £4.47. Our ranking subsequently declined by one place to second, however, our costs are still considerably below the Scottish average (by £25.94). The range for this indicator is £38.63-£109.67 (West Dunbartonshire and Stirling respectively).

During the last reporting year, our net cost per waste disposal per premise also reduced (by £5.70); this resulted in our ranking improving by five places to 12th, which takes us from the third quartile to the second one. Our costs are also comfortably below the Scottish average (by £7.88). The range for this indicator is £70.81-£185.28 (East Ayrshire and Argyll and Bute respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Our recycling performance increased by 3.77% to 57.21% in 2017/18, making last year's figure the highest for this measure since the LGBF was introduced in 2010/11. This improved performance resulted in an increase of five places to fifth in the national rankings, which means we move from quartile two to the first quartile for this measure. Our performance is also 11.61% above the Scottish average. The range for this indicator is 7.98%-67.15% (Shetland Islands and East Renfrewshire respectively). Reducing landfill tonnages and increasing recycling tonnages increases performance and also costs less as landfill is charged at a higher rate than other processing.

The data regarding satisfaction with refuse collection was sourced from the Scottish Household Survey. There was a very small decrease (of 1.33%) in the satisfaction rate with refuse collection in Inverclyde; despite this, we retained our position in quartile one in the national rankings. Additionally, our score is still very high at 90% which is 11.33% above the Scottish average. The range for this indicator is 63.33%-92% (Edinburgh City and Shetland Islands respectively).

Contextual information:

Inverclyde's waste costs are traditionally low compared to other local authorities. The cost of waste collection is determined by the types of services offered and the geographical spread of households (urban or rural). The population trend in Inverclyde is decreasing which impacts on the number of premises. Waste disposal costs on the other hand are centralised and not subject to the location and proximity of premises.

Following the introduction of the Council's Vehicle Tracking System, we carried out a route optimisation exercise which resulted in the reduction of two front-line collection vehicles: one refuse collection vehicle and one food waste vehicle.

The introduction of additional recycling services, for example, our food waste collection service to domestic and commercial premises, had the desired effect of reducing the amount of waste sent to landfill and, in conjunction with that, we experienced a decline in overall waste arisings.

The Council continues to promote its domestic recycling and waste reduction messages. For example, three years ago, we implemented a new segregated glass collection service from the kerbside with the aim of enhancing our performance.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

Performance information in relation to waste management is regularly monitored. Trend analysis is carried out internally and reported through the Council's website. Investment in the redevelopment of our recycling centres is complete with our Pottery Street Recycling Centre benefiting from a £1 million refurbishment; the improved facilities at the Recycling Centre include a new access road for cars and vans and a one-way loop providing access to a series of designated recycling bays and bins.

Through intensive communication work and investment in the food waste service, along with the segregated glass collection service and the refurbished Pottery Street Recycling Centre, we enjoy very high levels of customer satisfaction with refuse collection, putting Inverclyde Council in the first quartile for this indicator. The satisfaction rates published by the Scottish Household Survey reflect positively on the service and will be influenced by high levels of service, good quality of communication, responsiveness to customers, helpful staff and consistent services

In partnership with the Improvement Service, Inverclyde Council is participating in a pilot benchmarking initiative on the subject of waste. The project aims to assess performance and deliver improvements across a number of Councils.

Next steps:

The service will re-structure routes and identify improvements in capacity, where possible. In 2015/16, we reviewed our existing residual and Materials Recycling Facility contracts with a view to identifying improvements in service delivery and opportunities to improve our recycling performance accordingly.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are three indicators regarding street cleaning which should be considered together:

ENV 3a Net cost of street cleaning per 1,000 population
ENV 3c Street Cleanliness Score
ENV 7b % Adults satisfied with street cleaning

ENV 3a: Net cost of street cleaning per 1,000 population							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
18,017.00	28th	15,551.00	4th	↔ no change	17,803.00	17,045.00	19,418.00

ENV 3c: Street Cleanliness Score							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
87.1	29th	92.2	4th	↓ 10 places from 19th	94.31	94.4	93.66

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ENV 7b: % of Adults satisfied with street cleaning							
Inverclyde 2015/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2014/17-2015/18**	**2014/17**	**2013/16**	**2012/15**
73.33	**13th**	**69.67**	**2nd**	**↔ no change**	**75.67**	**78.67**	**78.67**

What the data tells us:

Between 2016/17 and 2017/18, the cost of street cleaning increased slightly (by £214); despite this, our position in the national rankings was unchanged at 28th which puts us in the fourth quartile. Our street cleaning costs are also £2,466.00 higher than the national average. The range for this indicator is £4,915.00-£36,496.00 (Highland and Glasgow City respectively).

Following a consistently high performance during the previous three reporting years, our overall cleanliness index score fell by 7.21 in 2017/18; this resulted in our ranking dropping by 10 places to 29th. While this means we are now in the fourth quartile for this measure, the impact of significant investment in this area would not effect a major change in performance for Inverclyde. The range for this measure is 85.78-98.21 (Aberdeen City and Orkney Islands respectively).

In 2015/18, Inverclyde's performance for the indicator which measures satisfaction with street cleaning dropped slightly (by 2.34%). However, our score is 3.66% higher than the national average. The range for this indicator is 59.33%-82.67% (Glasgow City and East Lothian respectively).

Contextual information:

Inverclyde's population is declining whilst streets establishment is static or, in some instances, increasing. The efficiencies and operational measures introduced to date have already improved the street cleaning service's performance and these will continue to be developed with the expectation that further improvements will be achieved in future years.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

In partnership with the Improvement Service, Inverclyde Council is participating in a benchmarking initiative on the subject of street cleaning. The project aims to assess performance and deliver improvements across a number of Councils.

Next steps:

Benchmarking already takes place through the Local Environmental Audit and Management System and service efficiencies are being introduced to further reduce costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

There are several indicators regarding roads maintenance which should be considered together:

ENV 4a Cost of maintenance per kilometre of roads
ENV 4b % of A class roads that should be considered for maintenance treatment
ENV 4c % of B class roads that should be considered for maintenance treatment
ENV 4d % of C class roads that should be considered for maintenance treatment
ENV 4e % of unclassified class roads that should be considered for maintenance treatment

ENV 4a: Cost of maintenance per kilometre of roads

Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
26,571.00	31st	10,547.00	4th	↓ one place from 30th	26,053.00	21,868.00	19,960.00

ENV 4b: % of A class roads that should be considered for maintenance treatment

Inverclyde 2016/18	Ranking	Scotland	Local authority quartile	Change in rank 2015/17-2016/18	2015/17	2014/16	2013/15
24.1	12th	30.16	2nd	↑ 12 places from 24th	29.63	31.17	33.89

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

ENV 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2016/18	Ranking	Scotland	Local authority quartile	Change in rank 2015/17-2016/18	2015/17	2014/16	2013/15
36.13	23rd	35.90	3rd	↑ 2 places from 25th	37.58	36.21	37.99

ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2016/18	Ranking	Scotland	Local authority quartile	Change in rank 2015/17-2016/18	2015/17	2014/16	2013/15
39.61	21st	36.16	3rd	↑ 7 places from 28th	43.42	44.32	46.93

ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2014/18	Ranking	Scotland	Local authority quartile	Change in rank 2013/17-2014/18	2013/17	2012/16	2011/15
38.91	20th	38.99	3rd	↑ one place from 21st	41.17	44.5	47.94

SOLACE Improving Local Government Benchmarking Framework Indicators 2017/18

What the data tells us:

During the last reporting year, our cost per kilometre of road maintenance rose slightly (by £518.00); this resulted in our position in the national rankings declining by one place to 31st. Our costs are also £16,024.00 more than the Scottish average. The range for this indicator is £4,676.00-£29,996.00 (Dumfries and Galloway and Aberdeen City respectively).

The primary reason for our high costs is the substantial investment the Council is putting into our roads to bring them back to a steady state condition. Without this, our long term investment requirements would be even greater. Historically, the local area had a high percentage of roads, footways and street lighting which required maintenance treatment. In 2012, Inverclyde Council invested £29 million in a five year improvement programme which included road and pavement resurfacing works, an extensive road patching and pothole repairs programme, street lighting replacement works and improvements to bridges. In the last six years, we treated and upgraded 220 km of roads and pavements which has resulted in a reduction in the number of Inverclyde's roads which require maintenance treatment.

The Improvement Service advise that they are working with SCOTS/APSE to replace this measure with their data, adding that they wish to carry out further work to provide robust time series figures before including them in the Framework. In the meantime, the Improvement Service has worked with the Directors of Finance Sub-Group to amend the current measure to include capital and revenue and provide a more meaningful measure of expenditure on roads.

As seen in the following table, there has been a reduction in the percentage of all classes of Inverclyde's roads which require maintenance treatment, as well as an improved performance in terms of our position in the national rankings:

	Roads requiring maintenance treatment	Change in national ranking
A class roads	↓ 5.53%	↑ 12 places to 12th

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B class roads	↓ 1.45%	↑ 2 places to 23rd
C class roads	↓ 3.81%	↑ 7 places to 21st
Unclassified roads	↓ 2.26%	↑ 1 place to 20th.

The increased performance of the roads maintenance indicators reflects the investment made via our Roads Asset Management Plan. These improvements are particularly pleasing given that, as the roads condition indicators are averaged over a two year rolling period (with four years for unclassified roads), it can take time for the effect of investment to feed into the indicators. Taking this into account, the enhanced performance of these measures is therefore a considerable achievement for the Council.

Contextual information:

While there is a relationship between costs and performance, other factors are subject to constraints out with the direct control of the Council; for example, Winter maintenance costs. The inclusion of these costs will skew the data according to the severity of the Winter in question; the costs are also skewed in terms of a comparison to other Councils, for example, by the geographical location of each Council in Scotland. Additionally, the defects in the road surface caused by severe Winter weather may not appear immediately and this can have an effect on subsequent years.

Data relating to roads maintenance treatment is considered robust as it is calculated from machine-based surveys; the vehicles are calibrated to meet a defined specification and all 32 Councils' surveys are carried out by the same contractor. Investment levels and costs of maintenance treatments impact on overall roads condition and deterioration rates vary depending on various factors, for example, weather conditions, traffic flows and age profile.

Roads maintenance is a priority for the Council with investment targeted in 2012/13 and further significant three year investment which commenced in 2013/14. The Council prepared and implemented an Asset Investment Strategy and allocated £17 million over three years as

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the first phase in dealing with the maintenance backlog on the four main asset groups (carriageways, footways, lighting and structures); a strategy and works programme is also being delivered. The Council always seeks to ensure that expenditure is made on a Best Value basis in line with specified service requirements.

In 2016, Inverclyde Council was named the most improved performer in Roads, Highways and Winter Maintenance at the Association for Public Service Excellence (APSE) Performance Networks Awards 2016. The APSE Awards highlight the best and most improved local authorities in front line service delivery and recognise Councils that have taken part in sharing data to ensure they are delivering good local services using performance information on cost, quality and benchmarking.

Next steps:

Benchmarking takes place via the Society of Chief Officers of Transportation in Scotland Group and APSE.

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The following trading standards and environmental health indicators should be considered together:

ENV 5 Cost of trading standards and environmental health per 1,000 population
ENV 5a Cost of trading standards, money advice and citizen advice per 1,000
ENV 5b Cost of environmental health per 1,000 population

ENV 5: Cost of trading standards and environmental health per 1,000 population							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
23,095.00	24th	21,385.00	3rd	↔ no change	23,981.00	21,264.00	22,455.00

ENV 5a: Cost of trading standards, money advice and citizen advice per 1,000							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
3,974.00	10th	5,890.00	2nd	↓ 4 places from 6th	3,051.00	2,909.00	3,195.00

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ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
19,121.00	**24th**	**15,496.00**	**3rd**	**↑ 2 places from 26th**	**20,931.00**	**18,355.00**	**19,260.00**

What the data tells us:

Our trading standards and environmental health costs fell slightly (by £886.00) between 2016/17 and 2017/18. Despite this improvement, our position in the national rankings was unchanged at 24th. The range for this indicator is £8,511.00-£52,990 (Renfrewshire and Shetland Islands respectively).

The data shows that the cost of trading standards, money advice and citizen advice in Inverclyde increased by £923.00, with our ranking subsequently dropping by four places from sixth; this means we are now positioned in the second quartile. The range for this indicator is £1,316.00-£17,548.00 (East Lothian and Shetland Islands respectively).

There was a significant reduction (of £1,810) in our environmental health costs in 2017/18. This resulted in an improvement of two places in the national rankings, which means we move from the fourth quartile to the third one for this measure. However, our environmental health costs are also £3,625.00 higher than the national average. The range for this indicator is £6,849.00-£35,442.00 (East Renfrewshire and Shetland Islands respectively).

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Contextual information:

Trading standards: The figure is based on the service's estimates of costs for 2016/17 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards, money advice and citizen advice are very low, reflecting the relatively small staff complement. We are however working to ensure that the service punches well above its weight by joint working initiatives with community safety and the anti-social behaviour/wardens' teams to maximise impact.

Environmental health: The Environment and Public Protection Service comprises a number of services in addition to environmental health which are currently reported through the Environment Local Financial Return (LFR). These services include community safety, public space CCTV, landlord registration and general administration for the Service. The current environmental health LFR submission includes some of those services in addition to what would properly be described as 'environmental health'. Unfortunately, there is still no natural home for these in the LFR scheme.

It should be noted that both the environmental health and trading standards services are delivered by teams with significant other responsibilities, for example, parking enforcement and strategic housing. As such, it is quite difficult to dissociate all of the costs for each service entirely from other areas. The LFRs for each also include areas which are not under the Safer and Inclusive Communities Service's management, for example, money advice and public conveniences.

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2016/17, Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £10,870 which placed us in the third quartile.

Next steps:

The benchmarking process for environmental health indicators will continue.

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Corporate assets

		Change in position in the national rankings 2016/17-2017/18	
CORP-ASSET 1	% of Operational buildings that are suitable for their current use	●	green – improved
CORP-ASSET 2	% of Internal floor area of operational buildings in satisfactory condition	●	red – declined

Corporate assets: 2 indicators	1st quartile	2nd quartile	3rd quartile	4th quartile
	1	1		

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There are two corporate asset indicators that should be considered together:

CORP-ASSET 1 % of Operational buildings that are suitable for their current use
CORP-ASSET 2 % of Internal floor area of operational buildings in satisfactory condition

CORP-ASSET 1: % of Operational buildings that are suitable for their current use							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
92.37	6th	80.96	1st	↑ 3 places from 9th	90.23	90	88.72

CORP-ASSET 2: % of Internal floor area of operational buildings in satisfactory condition							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
91.41	14th	86.31	2nd	↓ 2 places from 12th	91.13	89.82	85.2

What the data tells us:

The performance data shows that there has been a year-on-year improvement in both the proportion of operational buildings that are suitable for their current use and the proportion of the internal floor area of operational buildings that are in a satisfactory condition. We are also well

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above the Scottish average for the two corporate asset indicators. Additionally, during the last reporting year, we moved from quartile two to quartile one for the first measure, while, for the second indicator, we dropped two places to 14th.

The range for the first indicator is 66.06%-96.47% (Highland and South Lanarkshire respectively) while the range for the second measure is 52.64%-99.66% (Moray and North Ayrshire respectively).

Contextual information:

The suitability of operational accommodation is measured through the use of questionnaires. Surveys were issued to all occupiers, as they are best placed to advise on the suitability of the property for their Council Service. The questionnaires are broken down into sections which analyse a number of factors and Council Services are asked to grade each question. All properties receiving an overall ‘A’ or ‘B’ rating are considered suitable; those with a ‘C’ or ‘D’ rating are not. Once all questionnaires are returned from service users, the appropriate overall percentage of properties suitable for use is calculated. New questionnaires are issued every five years, or earlier if there has been a significant change to the property or if the service user changes. The questionnaires were compiled following discussion with other Scottish Councils therefore all returns should be on roughly the same basis. Results are benchmarked at the Association of Chief Estates Surveyors’ meetings.

Condition surveys on our main properties were carried out in 2008/09. The surveys were broken down into the 11 elements required by Audit Scotland. The surveys and the identified necessary repairs were analysed and each building was given a rating. In the following years, all improvement and repair works to individual buildings were noted and the grading against each element of every improved building changed accordingly; this had the potential to affect the overall score, depending on the type of work carried out. The requirement for condition surveys is that they should be undertaken every five years. New surveys were therefore carried out in 2013/14 by external consultants Watts Limited. Watts’ report provided a grading for each property and also included a spreadsheet which detailed all required works, broken down into a traffic light system. Surveys for our smaller properties were carried out by the Council’s building surveyors, following the same criteria as Watts. Internal floor areas had already been measured for a number of previous survey reports and these were used to calculate the appropriate percentages for this indicator.

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In 2011/12, two new secondary schools were finished which helped to improve performance in relation to these indicators. Further improvements were achieved in 2012/13 as other properties undergoing refurbishment were completed, such as Whinhill and St Andrew's Primary Schools, Binnie Street Nursery, Gourock Pool and Ravenscraig Stadium. In December 2013, a major new community campus was opened, replacing one secondary and two additional support needs schools, with a fully refurbished secondary school and a fully refurbished additional support needs school. Other completed school estate projects have included the completion of the new St Patrick's and St Ninian's Primary Schools, the refurbished Moorfoot Primary School and the new Glenpark Early Learning Centre. Further office improvements have included the complete refurbishment of the James Watt building and the office annexe at Drummer's Close.

Obviously, being property, changes cannot be made instantly and there is a knock-on effect to Council Services which may have to remain in unsuitable properties while waiting for new premises to be completed. The Council is currently progressing its Office and Depot Rationalisation Programme. The Programme has two objectives, the first is to introduce more modern ways of working, including flexible working, home working and electronic document storage which will reduce the requirement for desks and space; the second is to rationalise and refurbish the office and depot accommodation portfolio resulting in a smaller estate which is in good condition and fit for purpose. As a result, the Council will be able to dispose of unsuitable and uneconomical properties. This is an on-going process as the Council strives to make savings in property costs.

Next steps:

This is a priority area for the Council as we want to ensure that we deliver services to the public from buildings which are fit for purpose. Further improvements are planned through the Office and Depot Rationalisation Programme and the School Estate Strategy. Progress on these is reported to committee on a regular basis.

To view the Council's Corporate Asset Management Strategy 2016/18, visit Corporate Asset Management Strategy 2016/18.

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Economic development and planning

		Change in position in the national rankings 2016/17-2017/18	
ECON 1	% of Unemployed people assisted into work from Council operated/funded employability programmes	●	red – declined
ECON 2	Cost per planning application	●	red – declined
ECON 3	Average time taken (in weeks) to deliver a business or industry planning application decision	●	red – declined
ECON 4	**New description:** % of Procurement spend spent on local enterprises	●	red – declined
ECON 5	Number of Business Gateway start-ups per 10,000 population	●	red – declined
ECON 6	**New indicator:** Cost of economic development and tourism per 1,000 population	●	green – improved
ECON 7	**New indicator:** % of People earning less than the Living Wage	●	red – declined
ECON 8	**New indicator:** % of Properties receiving superfast broadband	●	green – improved

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ECON 9	**New indicator:** Town centre vacancy rates	●	green – improved
ECON 10	**New indicator:** Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)	●	green – improved

Economic development: 10 indicators	**1st quartile 3**	**2nd quartile 2**	**3rd quartile 2**	**4th quartile 3**

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There are two indicators regarding employment that should be considered together:

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes

ECON 7: % of People earning less than the Living Wage

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
21.00	**8th**	**14.4**	**1st**	**↓ one place from 7th**	**16.95**	**19.23**	**25.18**

ECON 7: % of People earning less than the Living Wage							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
23.8	**23rd**	**18.4**	**3rd**	**↓ 8 places from 15th**	**22.4**	**24.1**	**21.7**

What the data tells us:

The performance data for 2017/18 shows there was an increase (of 4.05%) in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. This means that, although we dropped one place in the national rankings,

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we retained our position in the first quartile. Additionally, our performance is 6.6% above the national average. The range for this indicator is 2.15%-29.9% (Argyll and Bute and Renfrewshire respectively).

While the second measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. The indicator allows the impact of interventions around addressing low pay to be monitored. The percentage of people in Inverclyde earning less than the Living Wage increased (by 1.4%) between 2016/17 and 2017/18. This resulted in our position in the national rankings falling by eight places to 23rd which places us in the third quartile for this measure. The range for this indicator is 13.8%%-31.2% (Midlothian and Angus respectively).

Contextual information:

Assisting unemployed people into work is a priority improvement area for the Council. It should be noted that Inverclyde started from a lower base with a less well-developed business base and thereby fewer employment opportunities than many other areas. This makes the positive comparative impact that has been achieved significant. Additionally, the range of programmes which underpin this indicator are delivered through the third sector potentially resulting in a more streamlined delivery method through engaging with third sector organisations. The majority of Inverclyde jobs created via Council operated/funded employability programmes are in the construction sector and arise from community benefits activity.

Local providers and Council-funded provision have made very significant inroads in reducing short term and youth unemployment, both of which are recording historically low rates. Accordingly, the targeting of services and client engagement is increasingly geared towards longer term unemployed Benefit claimants with more complex support requirements. Inverclyde has incorporated support for people with disabilities, learning disabilities, autism, addictions, care experienced and those on long term Incapacity Benefit, sometimes with an average Benefit dependency of over twenty years. The effort and time taken to support this client group into sustained employment is greater and requires more resource, therefore, it is to be expected that the progressions rate will be reduced and further complicated when national programmes through the DWP and Skills Development Scotland have also been reduced.

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Inverclyde has a lower density of jobs than other areas. However, in the last few years there were some redundancies which, in a smaller authority like Inverclyde, have a skewered effect. For example, the redundancy and closure of the former Playtex/DB Apparel site increased the number of people unemployed and closed an employer where we had been successful in getting clients into jobs; also, the people being made redundant had, in many cases, been there for many years, therefore, the retraining required to secure jobs in another industry takes longer. Other redundancies during this period included IBM, the first tranche at Texas Instruments, the retail sector and some reduction in the service sector. Additionally, there has been a reduction in the public sector, specifically in reduced vacancies that clients can access. Despite the circumstances, local provision has continued to diversify in engaging employers and targeting areas of growth, such as contact centres and apprentices in engineering.

The Inverclyde labour market remains challenging. Outcome rates are subject to fluctuation and Inverclyde may have improved figures in future. However, it is worth noting that the Inverclyde employability service remains the 6th most successful local Council funded and delivered provision, despite the fact that we operate in an area which, in spite of significant efforts, still does not have the jobs density of other parts of the country. Put simply, that means we have a lower number of jobs than our neighbouring local authorities yet we still manage to get proportionately more local residents into work than those Council areas. Of equal note is the fact that, in every period of the last year, the average wage in Inverclyde has at last been on a par with the Scottish average which provides a measure about the quality of the jobs.

Inverclyde Council has continued to make significant investment in employability services, with resources identified for end-to-end employability, together with an additional resource for specialist activity. The Local Outcomes Improvement Plan 2017/22 recognises that increasing the number of well-paid jobs that are available and ensuring that people can access appropriate training to help them take up these opportunities is vital to tackle the high levels of unemployment and worklessness in Inverclyde.

Benchmarking takes place against the national indicators and through the work of the Strategic Employability Group.

Inclusive growth is a central part of the Government's economic strategy and the Council is an important partner in the drive to reduce income inequality. Economic development services play an important role in this through supporting people to develop the skills to progress in the labour marking, by attracting higher value employment opportunities and encouraging employers to pay the Living Wage.

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Next steps:

Continuous improvement is always sought. Economic Regeneration seeks to deliver continuous improvement, to identify gaps in provision and improve effectiveness, for example, in harnessing good practice from other areas.

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There are a two planning indicators that should be considered together:

ECON 2: Cost per planning application
ECON 3: Average time taken (in weeks) to deliver a business and industry planning application decision

ECON 2: Cost per planning application							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
7,280.00	**27th**	**4,819.00**	**4th**	**↓ 21 places from 6th**	**3,673.00**	**8,615.00**	**9,344.00**

ECON 3: Average time taken (in weeks) to deliver a business and industry planning application decision							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
8.42	**14th**	**9.34**	**2nd**	**↓ 13 places from 1st**	**6.48**	**-**	**-**

What the data tells us:

The performance data for 2017/18 shows there was an increase (of £3,607.00) in the cost per planning application in Inverclyde. This resulted in a decrease of 21 places in the national rankings, which means we move from the first quartile to the fourth one. The range for this indicator is £2,536.00-£10,801.00 (East Lothian and Renfrewshire respectively).

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In 2017/18, the average time per business and industry planning application in Inverclyde was 8.42 weeks, an increase of 1.94 weeks, this places us 14th in Scotland, a decrease of 13 places from the previous reporting year. However, we are comfortably below the national average for this measure of 9.34 weeks. The range for this indicator is 5.71 weeks-16.61 weeks (North Ayrshire and Dumfries and Galloway respectively).

Contextual information:

The two planning indicators were introduced to the Framework in 2015/16 with the aim of strengthening coverage of this area of local government. Although spend on planning accounts for a relatively small amount of overall spend, it is a strategically important area in terms of the future development use of land in Inverclyde. An efficient and well-functioning planning service plays an important role in facilitating sustainable economic growth and delivering high quality development in the right places.

Next steps:

For information on the Council's Planning Service, planning process, building standards, listed buildings and more, visit Planning, Building Standards and Property.

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ECON 4: % of Procurement spend spent on local enterprises

ECON 4: % of Procurement spend spent on local enterprises							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
28.54	**13th**	**27.40**	**2nd**	**↓ one place from 12th**	**30.58**	**37.33**	**33.96**

What the data tells us:

The data for 2017/18 shows there was a decrease of 2.04% in the amount of procurement spent on local enterprises. The range for this indicator is 9.52%-54.17% (East Renfrewshire and Shetland Islands respectively).

Contextual information:

Procurement spend in local government accounts for a significant proportion of total spend. Procurement legislation places obligations on public purchasing bodies to tender for contracts openly and transparently but also puts procurement at the heart of national economic recovery. This is an important indicator which demonstrates the value of opportunity for local suppliers and the opportunity for Councils to provide business development services to these organisations in order to deliver on their standing commitment to invest in their local economies and create employment.

Next steps:

To find out more about our procurement practices and for information on how to do business with the Council, visit Procurement.

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ECON 5: Number of Business Gateway start-ups per 10,000 population

ECON 5: Number of Business Gateway start-ups per 10,000 population							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
11.17	**29th**	**16.83**	**4th**	**↓ 3 places from 26th**	**12.76**	**19.25**	**18.9**

What the data tells us:

The number of Business Gateway start-ups per 10,000 population declined by 1.59% between 2016/17 and 2017/18. Our ranking subsequently decreased by three places to 29th which means we remain in the fourth quartile. The range for this indicator is 6.01-26.47 (Glasgow City and Aberdeenshire respectively).

Contextual information:

This high level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of local government is to improve the business creation and growth of small businesses in their areas. The provision of good quality support and assistance remains crucial to increasing new business formation and the sustainable growth of enterprises.

Next steps:

For business support and advice, visit Business support and advice and to find out how the Council works in partnership with a number of other agencies to deliver support services to businesses, visit Business development.

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ECON 6: Cost of economic development and tourism per 1,000 population

ECON 6: Cost of economic development and tourism per 1,000 population							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
85,551.00	**21st**	**91,806.00**	**3rd**	**↑ 3 places from 24th**	**100,984.00**	**151,414.00**	**129,575.00**

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. Our economic development and tourism costs per 1,000 population fell by £15,433.00 between 2016/17 and 2017/18. This resulted in an improved position in the national rankings, rising from 24th to 21st, which places us in the third quartile for this measure. The range for this indicator is £24,338.00-£551,316.00 (Angus and Aberdeen City respectively).

Contextual information:

This indicator provides a measure of the Council's expenditure on the delivery of our economic development service, both in terms of capital projects and revenue costs.

Next steps:

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ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)

ECON 10: Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
85	**3rd**	**40.78**	**1st**	**↑ 2 places from 5th**	**85**	**60.61**	**60.72**

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. The amount of immediately available employment land remained the same (at 85%) between 2016/17 and 2017/18. However, our position in the national rankings improved by two places to third which means we retain our position in the first quartile for this measure. The range for this indicator is 1.14%-92.77% (Dumfries and Galloway and East Renfrewshire respectively).

Contextual information:

The availability of land for development is a significant factor that affects local economic growth and it falls within the Council's local development planning powers to influence this. *Immediately available land* is land which is serviced and marketed, as opposed to simply being designated for employment use.

Next steps:

The Local Development Plan (LDP) sets out the Council's strategy, policies and proposals for the use of land and buildings in Inverclyde. Together with the Clydeplan Strategic Development Plan, the LDP is used by the Council to determine planning applications and provide advice on development proposals. To find out more about the development planning, visit Development Planning.

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The Council is currently preparing a new LDP which is due to be adopted in August 2019; for more information, visit 🖰 New LDP.

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ECON 9: Town centre vacancy rates

ECON 9: Town centre vacancy rates							
Inverclyde 2017/18	**Ranking**	**Scotland**	**Local authority quartile**	**Change in rank 2016/17-2017/18**	**2016/17**	**2015/16**	**2014/15**
20.78	**26th**	**11.49**	**4th**	**↑ one place from 27th**	**20.78**	**12.61**	**23.62**

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. Our town centre vacancy rate was unchanged (at 20.78) between 2016/17 and 2017/18. However, our position in the national rankings improved by one place. The range for this indicator is 3.96%-20.78% (East Ayrshire and Inverclyde respectively).

Contextual information:

The vibrancy of town centres is a strategic priority for economic development and planning services. An important measure of the extent to which town centre management/regeneration policies and initiatives are working is the level of vacant units in town centres.

Next steps:

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ECON 8: % of Properties receiving superfast broadband

ECON 8: % of Properties receiving superfast broadband							
Inverclyde 2017/18	Ranking	Scotland	Local authority quartile	Change in rank 2016/17-2017/18	2016/17	2015/16	2014/15
95.47	7th	91.13	1st	↓ 3 places from 4th	94	87	79

What the data tells us:

While this measure was introduced to the Framework for 2017/18, historical information is also available from 2014/15 onwards. While our proportion of premises receiving superfast broadband increased (by 1.47%), our position in the national rankings declined by three places. However, we are still placed in the first quartile for this measure. The range for this indicator is 66.34%-98.07% (Orkney Islands and Dundee City respectively).

Contextual information:

Access to good digital infrastructure is a key driver of economic competitiveness and productivity. The Council has a role, alongside telecom companies, in facilitating and enabling the development of effective digital infrastructure. This indicator measures the impact of that work. The required digital infrastructure speed to have superfast broadband is 30Mbit/s.

Next steps:

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	**2016/17**	**2017/18**	**2015/16**	**2016/17**	**2017/18**
	Children's services						
CHN 1	Cost per primary school pupil	£4,790.00	£5,139.00	£5,005.00	13th	21st	15th
CHN 2	Cost per secondary school pupil	£7,049.00	£6,977.00	£6,912.00	19th	16th	16th
CHN 3	Cost per pre-school education place	£5,532.00	£5,465.00	£6,874.00	31st	30th	32nd
CHN 4	% of Pupils gaining 5+ Awards at Level 5	57%	61%	62%	22nd	14th	17th
CHN 5	% of Pupils gaining 5+ Awards at Level 6	30%	32%	32%	21st	18th	17th
CHN 6	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5	41%	41%	46%	8th	16th	8th
CHN 7	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6	16%	15%	17%	8th	12th	12th
CHN 8a	Gross cost of *children looked after* in residential-based services per child per week	£3,200.00	£3,082.00	-	15th	14th	-
CHN 8b	Gross cost of *children looked after* in a community setting per child per week	£164.91	£152.05	-	2nd	2nd	-
CHN 9	Balance of care for *looked after children* - % of children being looked after in the community	85.02%	87.61%	-	28th	20th	-
CHN 10	% of Adults satisfied with local schools	2013/16 87.33%	2014/17 89.33%	2015/18 86.33%	2013/16 4th	2014/17 2nd	2015/18 4th
CHN 11	% of Pupils entering positive destinations	94.3%	93%	-	12th	23rd	-
CHN 12a	Overall average total tariff	889	924	882	13th	9th	18th
CHN 12b	Average total tariff – SIMD Quintile 1	682	675	632	4th	7th	13th
CHN 12c	Average total tariff – SIMD Quintile 2	839	925	765	7th	4th	16th
CHN 12d	Average total tariff – SIMD Quintile 3	923	1,106	1,086	10th	4th	3rd
CHN 12e	Average total tariff – SIMD Quintile 4	1,141	1,215	1,135	4th	4th	5th
CHN 12f	Average total tariff – SIMD Quintile 5	1,348	1,231	1,288	3rd	10th	4th

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
CHN 17	% of Children meeting developmental milestones	70.7%	55.2%	-	26th	29th	-
CHN 18	% of Funded early years provision which is graded good/better	100%	100%	95.83%	1st	1st	8th
CHN 19a	School attendance rates (per 100 pupils)	-	92.5	-	27th	28th	-
CHN 19b	School attendance rates (per 100 *looked after children*)	-	85.88	-	28th	30th	-
CHN 20a	School exclusion rates (per 1,000 pupils)	-	17.26	-	11th	8th	-
CHN 20b	School exclusion rates (per 1,000 *looked after children*)	-	55.05	-	-	10th	-
CHN 21	Participation rate for 16-19 year olds (per 100)	91.2	91.9	91.6	13th	15th	20th
CHN 22	% of Child protection re-registrations within 18 months	1.75%	4.26%	-	4th	10th	-
CHN 23	% of *Looked after children* with more than one placement in the last year (August-July)	19.81%	13.3%	-	11th	3rd	-
			Corporate services				
CORP 1	Support services as a % of total gross expenditure	2.93%	3.09%	3.17%	2nd	3rd	3rd
CORP 3b	% of the highest paid 5% employees who are women	53.2%	52.94%	53.92%	10th	13th	15th
CORP 3c	The gender pay gap	10.89	9.3	8.71	31st	30th	30th
CORP 4	The cost per dwelling of collecting Council Tax	£12.66	£12.84	£12.73	25th	27th	29th
CORP 6a	The average number of working days per employee lost through sickness absence – teachers	5.5 days	5.2 days	5.18 days	6th	7th	9th
CORP 6b	The average number of working days per employee lost through sickness absence – all other employees	9.48 days	10.86 days	10.58 days	5th	15th	10th
CORP 7	% of Income due from Council Tax received by the	95.12%	95.32%	95.52%	23rd	23rd	24th

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Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
	end of the year						
CORP 8	% of Invoices sampled that were paid within 30 days	96.48%	96.65%	97.13%	4th	5th	1st
Adult social care							
SW 1	Home care costs per hour for people aged 65 or over	£20.53	£23.87	£27.37	12th	18th	22nd
SW 2	Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+	4.63%	4.86%	5.56%	9th	13th	12th
SW 3a	% of People aged 65 and over with long-term care needs who receive personal care at home	64.12%	64.86%	67.78%	15th	11th	6th
SW 4a	% of Adults receiving any care or support who rate it as excellent or good	83.68%	-	83.46%	9th	-	8th
SW 4b	% of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	88.39%	-	76.56%	4th	-	25th
SW 5	Residential costs per week per resident for people aged 65 or over	£370.00	£385.00	£379.00	12th	18th	15th
Culture and leisure services							
C&L 1	Cost per attendance at sport facilities	£2.02	£1.85	£2.47	9th	7th	17th
C&L 2	Cost per library visit	£3.07	£2.90	£3.10	17th	18th	18th
C&L 3	Cost of museums per visit	£3.73	£4.09	£12.34	15th	18th	28th
C&L 4	Cost of parks and open spaces per 1,000	£32,505.00	£33,494.00	£23,464.00	28th	31st	23rd

Appendix 2

SOLACE Improving Local Government Benchmarking Framework 2017/18

Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
	population						
C&L 5a	% of Adults satisfied with libraries	2013/16 80.67%	2014/17 79.33%	2015/18 78.67%	2013/16 15th	2014/17 13th	2015/18 9th
C&L 5b	% of Adults satisfied with parks and open spaces	2013/16 85.33%	2014/17 87.67%	2015/18 88.33%	2013/16 18th	2014/17 15th	2015/18 10th
C&L 5c	% of Adults satisfied with museums and galleries	2013/16 82%	2014/17 79.67%	2015/18 72.67%	2013/16 7th	2014/17 8th	2015/18 10th
C&L 5d	% of Adults satisfied with leisure facilities	2013/16 88%	2014/17 89.67%	2015/18 87%	2013/16 3rd	2014/17 3rd	2015/18 3rd
Environmental services							
ENV 1a	Net cost per waste collection per premise	£41.64	£35.57	£40.04	3rd	1st	2nd
ENV 2a	Net cost of waste disposal per premise	£86.23	£96.24	£90.54	11th	17th	12th
ENV 3a	Net cost of street cleaning per 1,000 population	£17,045.00	£17,803.00	£18,017.00	24th	28th	28th
ENV 3c	Street Cleanliness Score	94.4	94.31	87.1	15th	19th	29th
ENV 4a	Cost of maintenance per kilometre of roads	£21,868.00	£26,053.00	£26,571.00	27th	30th	31st
ENV 4b	% of A class roads that should be considered for maintenance treatment	2014/16 31.17%	2015/17 29.63%	2016/18 24.1%	2014/16 24th	2015/17 24th	2016/18 12th
ENV 4c	% of B class roads that should be considered for maintenance treatment	2014/16 36.21%	2015/17 37.58%	2016/18 36.13%	2014/16 26th	2015/17 25th	2016/18 23rd
ENV 4d	% of C class roads that should be considered for maintenance treatment	2014/16 44.32%	2015/17 43.42%	2016/18 39.61%	2014/16 29th	2015/17 28th	2016/18 21st
ENV 4e	% of Unclassified roads that should be considered for maintenance treatment	2012/16 44.5%	2013/17 41.17%	2014/18 38.91%	2012/16 23rd	2013/17 21st	2014/18 20th
ENV 5	Cost of trading standards and environmental health per 1,000 population	£21,264.00	£23,981.00	£23,095.00	19th	24th	24th
ENV 5a	Cost of trading standards, money advice and citizen advice per 1,000	£2,909.00	£3,051.00	£3,974.00	3rd	6th	10th

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Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	**2016/17**	**2017/18**	**2015/16**	**2016/17**	**2017/18**
ENV 5b	Cost of environmental health per 1,000 population	£18,355.00	£20,931.00	£19,121.00	22nd	26th	24th
ENV 6	% of Total household waste arising that is recycled	54.72%	53.44%	57.21%	5th	10th	5th
ENV 7a	% of Adults satisfied with refuse collection	2013/16 93%	2014/17 91.33%	2015/18 90%	2013/16 2nd	2014/17 2nd	2015/18 3rd
ENV 7b	% of Adults satisfied with street cleaning	2013/16 78.67%	2014/17 75.67%	2015/18 73.33%	2013/16 11th	2014/17 13th	2015/18 13th
Corporate assets							
CORP-ASSET 1	% of Operational buildings that are suitable for their current use	90%	90.23%	92.37%	7th	9th	6th
CORP-ASSET 2	% of Internal floor area of operational buildings in satisfactory condition	89.82%	91.13%	91.41%	11th	12th	14th
Economic development and planning							
ECON 1	% of Unemployed people assisted into work from Council operated/funded employability programmes	19.23%	16.95%	21%	6th	7th	8th
ECON 2	Cost per planning application	£8,615.00	£3,673.00	£7,280.00	28th	6th	27th
ECON 3	Average time taken (in weeks) to deliver a business or industry planning application decision	-	6.48 weeks	8.42 weeks	-	1st	14th
ECON 4	% of Procurement spend spent on local enterprises	37.33%	30.58%	28.54%	4th	12th	13th
ECON 5	Number of Business Gateway start-ups per 10,000 population	19.25	12.76	11.17	16th	26th	29th
ECON 6	Cost of economic development and tourism per 1,000 population	£151,414.00	£100,984.00	£85,551.00	30th	24th	21st

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Comparison of local performance 2015/16-2017/18

					Rank		
		2015/16	**2016/17**	**2017/18**	**2015/16**	**2016/17**	**2017/18**
ECON 7	% of People earning less than the Living Wage	24.1%	22.4%	23.8%	21st	15th	23rd
ECON 8	% of Properties receiving superfast broadband	87%	94%	95.47%	13th	4th	7th
ECON 9	Town centre vacancy rates	12.61	20.78	20.78	23rd	27th	26th
ECON 10	Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)	60.61%	85%	85%	8th	5th	3rd