

Report To: Policy and Resources Committee **Date:** 24 March 2020

Report By: Head of Organisational Development, Policy and Communications **Report No:** PR/05/20/KB

Contact Officer: Karen Barclay, Corporate Policy Officer **Contact No:** 01475 712065

Subject: SOLACE Improving Local Government Benchmarking Framework 2018/19

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2018/19 data and to highlight Inverclyde’s performance across the range of indicators. More information is provided in the Appendix.

Appendix

2.0 SUMMARY

2.1 On 31 January 2020, the Improvement Service published the LGBF 2018/19 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 31 January 2020, the LGBF National Overview Report 2018/19 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 2020, together with all the indicators the Council is required to report on, per Audit Scotland’s Statutory Performance Indicators Direction 2018.

2.3 The LGBF indicators are grouped across seven service areas. The Framework 2018/19 consists of 85 indicators, however, performance information is currently only available for 71 measures. The following table provides an overview of our 2018/19 performance:

	2018/19				Total
	1st quartile	2nd quartile	3rd quartile	4th quartile	
Children’s services	8	8	3	2	21
Corporate services	4	1	1	2	8
Adult social care	1	5	1	0	7
Culture and leisure services	3	3	0	2	8
Environmental services	4	3	2	6	15
Corporate assets	1	1	0	0	2
Economic development	3	2	3	2	10
Total	24	23	10	14	71
Total %	33.8	32.4	14.1	19.7	100

In 2018/19, Inverclyde Council ranked in the top two quartiles for 66.2% of our indicators, while 14.1% were in the third quartile and just under a fifth (19.7%) 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 first in the country for the last reporting year:

	Council	2018/19 No. of indicators in the 1st and 2nd Quartiles
1st	East Dunbartonshire	47
	Inverclyde	47
	Stirling	47
2nd	West Lothian	46
3rd	East Renfrewshire	44.

- 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 always possible to make exact comparisons in the performance of the measures from one reporting year to the next.
- 2.5 It is important to note that when deprivation is referred to in this report, it is based on the Scottish Index of Multiple Deprivation figures from 2016.
- 2.6 Given the wide-ranging information outlined in this report, a briefing for Elected Members on the LGBF 2018/19 was arranged for 24 March 2020.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. notes that the LGBF 2018/19 data was published on 31 January 2020; 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 2018/19.

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 19 November 2019, 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
19.11.19
Para 693

4.4 For the reporting year 2018/19, Inverclyde Council is reporting on 85 LGBF indicators (excluding housing). Performance details, however, are currently only available for 71 measures. Information for 10 indicators is expected to be published in March or June 2020, while four measures were only introduced to the Framework in 2018/19.

4.5 The LGBF 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.

4.6 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 always possible to make exact comparisons in the performance of the measures from one reporting year to the next.

4.7 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. It is important to note that when deprivation is referred to in this report, it is based on the Scottish Index of Multiple Deprivation figures from 2016.

4.8 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 Framework 2018/19 differs slightly from data presented in previous years.

4.9 Information on the following indicators is expected in March or June 2020:

- 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 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 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 2018/19 which was considered by the Policy and Resources Committee in November 2019.

Min Ref
P&R
Cttee
19.11.19
Para 693

4.10 The following indicators were introduced to the *Children's services* section of the Framework in 2018/19:

- CHN 13a: % of Primary 1, 4 and 7 pupils combined achieving the expected Curriculum for Excellence Level in literacy
- CHN 13b: % of Primary 1, 4 and 7 pupils combined achieving the expected Curriculum for Excellence Level in numeracy
- CHN 14a: Literacy attainment gap: Primary 1, 4 and 7 pupils combined - % point gap between the least deprived and the most deprived pupils
- CHN 14b: Numeracy attainment gap: Primary 1, 4 and 7 pupils combined - % point gap between the least deprived and the most deprived pupils.

Historically, these measures were labelled as *experimental statistics* to reflect the fact that they were new statistics in development. That label has now been removed by the Scottish Government and, following agreement with the LGBF Board and the Association of Directors of Education Services, the 2018/19 data will form the baseline for these indicators.

4.11 The following measures were introduced to the *Adult social care* section of the Framework in 2018/19:

- SW 4c: % of Adults supported at home who agree that they are supported to live as independently as possible
- SW 4d: % of Adults supported at home who agree that they had a say in how their help, care or support was provided
- SW 4e: % of Carers who feel supported to continue in their caring role
- SW 6: Rate of re-admission to hospital within 28 days (per 1,000 discharges)
- SW 7: % Proportion of care services graded *good* or better in Care Inspectorate inspections
- SW 8: Number of days people spend in hospital when they are ready to be discharged (per 1,000 population) (75+).

Last year, the LGBF Board agreed to include additional social care indicators in the Framework 2018/19 as part of a phased approach to improving the social care suite of measures. This change was endorsed by Social Work Scotland and the Health and

Social Care Chief Officers. Data for these indicators is currently only available for the reporting years 2017/18 and 2015/16.

- 4.12 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.
- 4.13 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.
- 4.14 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%.

- 4.15 Given the wide-ranging information outlined in this report, a briefing for Elected Members on the LGBF 2018/19 was arranged for 24 March 2020.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2018/19

- 5.1 Paragraphs 5.2-5.10 provide details of the national and local performance of the LGBF 2017/18. More details are provided in the Appendix. Appendix

In 2018/19, Inverclyde Council ranked in the top two quartiles for 66.2% of our indicators, while 14.1% were in the third quartile and just under a fifth (19.7%) 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 first in the country for the last reporting year (with 47 measures).

- 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.
- 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.

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:

- ECON 9: Town centre vacancy rates

Between 2017/18 and 2018/19, we saw an improvement in our town centre vacancy rate. However, our position in the national rankings decreased by four places to 30th.

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

	%
Performance is above the national average	69
Performance is the same as the national average	0
Performance is below the national average	31.

For completeness, analysis was carried out to establish how our figures for 2018/19 compared to our performance for the previous reporting year; the results are as follows:

	%
Performance improved	37.3
Performance maintained	17.9
Performance declined	44.8.

All the above figures exclude indicators for which we do not have historical or 2018/19 information.

5.4 Children's services

This section of the 2018/19 Framework comprises 35 indicators.

Nationally, in the last year, education spend has grown significantly, increasing by 4.5%. This reflects the increased costs associated with the recent teachers' pay award, the additional funding via the Scottish Attainment Challenge and Pupil Equity Fund, and the Early Years Expansion Programme. The growth in expenditure has reversed the longer-term reducing cost trend per pupil: nationally, the real cost per primary pupil was £5,250 in 2018/19, compared to £5,539 in 2010/11. In 2018/19, our cost per primary school pupil was £5,333, down from £5,428 in 2010/11.

The national real cost per secondary school pupil fell from £7,314 in 2010/11 to £7,185 in 2018/19. In Inverclyde, our cost per secondary school pupil also fell during the same period, decreasing from £7,384 to £7,236 between 2010/11 and 2018/19.

Nationally, real costs per pre-school place have risen for the fifth consecutive year, increasing by 11.5% in the last 12 months, from £4,547 in 2018/19 to £5,070 in the last reporting year. Locally, our cost per pre-school place also rose between 2017/18 and 2018/19, increasing from £7,004 to £7,115.

During the last year, national achievement rates at Levels 5 and 6 have improved by 1% and by 2% for pupils from the most deprived areas. Locally, we also saw improvements in the performance of these measures, with an increase (of 3%) in the number of pupils who gained 5+ Awards at Level 5, while the number of Inverclyde pupils who gained 5+ Awards at Level 6 rose by 4% to 36%.

In terms of the number of Inverclyde pupils from deprived areas who gained 5+ Awards at Level 5, we saw a significant increase (of 6%) in 2018/19; this means we are now 8% above the national average for this measure. We also saw an improvement (of 5%) in the number of our pupils from deprived areas who gained 5+ Awards at Level 6, which

means we are now 4% above the national average for this measure.

5.5 Corporate services

This section of the 2018/19 Framework comprises eight indicators.

Nationally, spend on corporate services has reduced by 24% in real terms since the LGBF began in 2010/11, with corporate services now accounting for only 4.4% of total spending. This is the lowest corporate overhead ratio to date and reflects the commitment of Councils to protect frontline services over so-called *back office* functions. Additionally, it reflects the maturation of local authorities' digital strategies including, for example, the new on-line Council Tax service that was launched by the Council on 7 February 2020.

Nationally, the cost of collecting Council Tax continues to reduce, falling by more than 56% since the Framework was introduced in 2010/11. Our cost per dwelling of collecting Council Tax also reduced significantly (by £2.98) in 2018/19; this means that our Council Tax collection costs are at their lowest since 2010/11 and indeed have almost halved since that reporting year.

Scotland-wide, Council Tax collection is at an all-time high (at 96.01%). This trend is reflected locally where the percentage of income from Council Tax received by the end of the year increased to 95.67% which is the highest ever achieved by the Council.

On a national basis, the average number of working days per employee lost through sickness absence for teachers increased from 5.93 days to 6.21 days in the last year. Locally, however, the picture is more positive as the number of days lost due to sickness absence for teachers decreased to 4.92 days in 2018/19, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11.

Similarly, in terms of sickness absence for all other local government employees at Inverclyde Council, the number of days lost due to sickness also decreased (to 10.36 days) which resulted in an improvement of three places in the national rankings; this meant we moved from the second quartile to the first one.

5.6 Adult social care

This section of the 2018/19 Framework comprises 11 indicators.

As mentioned at paragraph 4.11, the new measures that were added to the Adult social care section of the Framework in 2018/19 aim to capture the well-being agenda that is at the centre of integration, as well as strengthen coverage of key policy areas such as reablement and personalisation.

Scotland-wide, home care costs per hour for people aged 65 or over rose from £23.07 in 2010/11 to £24.67 in the last reporting year. A significant factor will be focussed on meeting the commitments around the Living Wage. Locally, we also saw an increase in these costs which rose from £22.19 in 2010/11 to £28.34 in 2018/19.

Nationally, re-admissions to hospital within 28 days (per 1,000 discharges) rose from 89.68 in 2010/11 to 102.96 in 2018/19, an increase of 14.81%. Locally, while we also saw an increase in the number of re-admissions to hospital, the increase is much smaller at 5.67% (from 87.79 in 2010/11 to 92.77 in the last reporting year).

Scotland-wide, the overall picture regarding delayed discharges has improved, falling from 921.79 days in 2013/14 to 792.66 days in the last reporting year. Locally, however, our performance is an even more positive one: in 2013/14, the Inverclyde figure for this measure was 417.34 days and by 2018/19 it had fallen to 86.68 days. This means we are the top performing Council in the country in terms of delayed discharges. The improved performance is partly attributable to the implementation of our *Homes 1st*

project, a sector-leading approach that has reduced the number of days people spend in hospital when they are ready to be discharged. The project aims to deliver health and social care in a person's home or in the community and maintain an individual's independence wherever possible by providing services that are planned and delivered as close to them as possible by a team including occupational therapy, home support, social workers and pharmacy.

5.7 Culture and leisure services

This section of the 2018/19 Framework comprises eight indicators.

Nationally, the cost per attendance at sports facilities fell by just over a third (36%) between 2010/11 and the last reporting year. During that period, our costs also fell and indeed in 2018/19 were the lowest for this measure since the LGBF was introduced in 2010/11. This improvement means that we are now positioned 6th in Scotland, an increase of 11 places.

Scotland-wide, between 2010/11 and 2018/19, the cost per visit at libraries reduced by just under half (47.44%). Locally, our costs per library visit decreased by 61.89% during the same period. Additionally, in 2018/19 our position in the national rankings changed from 18th to 13th which means we moved from the third quarter to the second one.

Nationally, satisfaction with parks and open spaces has remained at a broadly similar level (of around 85%) since the LGBF's base year of 2010/11. In Inverclyde, there was a small increase (of 0.04%) regarding satisfaction with parks and open spaces in 2016/19. Our ranking subsequently improved by two places to 8th, which means we move from the second quartile to quartile one for this measure.

5.8 Environmental services

This section of the 2018/19 Framework comprises 15 indicators.

Real spending nationally on environmental services has reduced by 10.3% since 2010/11 – with reductions in waste management (-2.3%), street cleaning (-32%) and trading standards and environmental health (-22%).

Nationally, following year-on-year improvements since 2010/11, the recycling rate fell for the first time in 2018/19 to 44.7%. While our recycling performance also decreased slightly in the last reporting year (by 1.21%), our figure of 56% is 11.3% above the national average.

Scotland-wide, real spending on roads decreased by 23.9% between 2010/11 and 2018/19. Locally, however, the picture is a much more positive one: between 2010/11 and the last reporting year, our cost of maintenance per kilometre of roads increased by almost two thirds (64.98%). Our high cost expenditure is due to the substantial ongoing investment programme the Council identified to improve our roads network condition.

Since the LGBF's base year of 2010/11, Scotland-wide, the condition of all classes of roads has largely been maintained. Between 2010/11 and 2018/19, however, there have been significant improvements in the condition of all classes of Inverclyde's roads. Additionally, during the last reporting year, there was a reduction in the percentage of three of the four classes of Inverclyde's roads which require maintenance treatment, as well as an improved or maintained performance in terms of our position in the national rankings regarding three of the four classes of roads. The improved 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.

5.9 Corporate assets

This section of the 2018/19 Framework comprises two indicators.

There has been continued improvement in the condition of Councils' corporate assets, with 82.14% of operational buildings suitable for their current use while 87.21% of buildings were in a satisfactory condition in the last reporting year.

Locally, the performance data shows that there has been a year-on-year improvement in both the proportion of Inverclyde Council's 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 above the Scottish average for the two corporate asset indicators, with figures of 92.91% and 92.01% respectively.

5.10 Economic development and planning

This section of the 2018/19 Framework comprises 10 indicators.

Nationally, there was a reduction of 1.68% in the number of unemployed people assisted into work from Council funded/operated employability programmes, with the 2018/19 figure being 12.59%. Locally, the performance data for 2018/19 shows there was a marginal decrease (of 0.68%) in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. Despite this, our position in the national rankings was unchanged which meant that we retained our position in the first quartile.

Scotland-wide, local authorities continue to spend over 25% of their procurement spend on local enterprises; indeed, the 2018/19 figure for this measure was 28.71%, the highest since the LGBF's baseline year of 2010/11. Despite the pressures on Council budgets, this positive trend may indicate that the drive to reduce costs has not resulted in local enterprises being displaced by national suppliers of goods and services. This positive trend is reflected locally where we saw an increase of 2.82% in the amount of our procurement spend on local enterprises, taking our figure for the last reporting year to 31.36% which is comfortably above the national average (by 2.65%).

Nationally, the number of Business Gateway start-ups per 10,000 population fell slightly (by 0.13%) between 2017/18 and the last reporting year. Locally, however, we saw a significant increase (of 7.13%) in the number of Business Gateway start-ups per 10,000 population between 2017/18 and 2018/19. Our ranking subsequently increased by 12 places to 17th which means we moved from the fourth quartile to the third one.

6.0 **IMPLICATIONS**

6.1 **Finance**

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

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 Legal

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

6.3 Human Resources

There are no direct human resources implications arising from this report.

6.4 Equalities

(a) Has an Equalities Impact Assessment been carried out?

	Yes.
X	No. This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	Yes. A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	No.

(c) Data Protection

Has a Data Protection Assessment been carried out?

	Yes. This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	No.

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 2018/19 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 2018/19 – report to the Policy and Resources Committee on 19 November 2019.

SOLACE Improving Local Government Benchmarking Framework 2018/19 – additional information.

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
Children's services							
CHN 1	Cost per primary school pupil	5,225.00	5,100.00	5,333.00	21st	15th	18th
CHN 2	Cost per secondary school pupil	7,094.00	7,043.00	7,236.00	16th	16th	21st
CHN 3	Cost per pre-school education place	5,557.00	7,004.00	7,155.00	30th	32nd	30th
CHN 4	% of Pupils gaining 5+ Awards at Level 5	61	62	65	14th	17th	11th
CHN 5	% of Pupils gaining 5+ Awards at Level 6	32	32	36	18th	18th	10th
CHN 6	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5	41	46	52	16th	8th	4th
CHN 7	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6	15	17	22	12th	12th	4th
CHN 8a	Gross cost of <i>children looked after</i> in residential-based services per child per week	3,134.00	2,926.00	-	14th	9th	-
CHN 8b	Gross cost of <i>children looked after</i> in a community setting per child per week	154.61	254.85	-	2nd	9th	-
CHN 9	Balance of care for <i>looked after children</i> - % of children being looked after in the community	87.61	86.43	-	20th	22nd	-
CHN 10	% of Adults satisfied with local schools	2014/17 89.33	2015/18 86.33	2016/19 86	2014/17 2nd	2015/18 4th	2016/19 4th
CHN 11	% of Pupils entering positive destinations	93	93.3	-	23rd	26th	-
CHN 12a	Overall average total tariff	923	883	882	10th	18th	14th
CHN 12b	Average total tariff – SIMD Quintile 1	674	633	697	7th	13th	5th
CHN 12c	Average total tariff – SIMD Quintile 2	925	766	821	4th	16th	6th
CHN 12d	Average total tariff – SIMD Quintile 3	1,104	1,089	967	4th	3rd	7th

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
CHN 20b	School exclusion rates (per 1,000 <i>looked after children</i>)	2014/15 148.33	2016/17 55.05	-	2014/15 25th	2016/17 10th	-
CHN 21	Participation rate for 16-19 year olds (per 100)	91.9	91.6	91.77	15th	20th	17th
CHN 22	% of Child protection re-registrations within 18 months	4.26	4	-	10th	12th	-
CHN 23	% of <i>Looked after children</i> with more than one placement in the last year (August-July)	13.3	13.57	-	3rd	2nd	-
Corporate services							
CORP 1	Support services as a % of total gross expenditure	3.09	3.17	3.19	3rd	4th	4th
CORP 3b	% of the highest paid 5% employees who are women	52.94	53.92	58.67	13th	15th	7th
CORP 3c	The gender pay gap	9.3	8.71	8.18	30th	30th	30th
CORP 4	The cost per dwelling of collecting Council Tax	13.05	12.97	9.99	27th	29th	27th
CORP 6a	The average number of working days per employee lost through sickness absence – teachers	5.2	5.18	4.92	7th	9th	4th
CORP 6b	The average number of working days per employee lost through sickness absence – all other employees	10.86	10.58	10.36	15th	10th	7th
CORP 7	% of Income due from Council Tax received by the end of the year	95.32	95.52	95.67	23rd	24th	24th
CORP 8	% of Invoices sampled that were paid within 30 days	96.65	97.13	95.86	5th	1st	9th

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
SW 8	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population) (75+)	263.22	172.08	86.68	4th	2nd	1st
Culture and leisure							
C&L 1	Cost per attendance at sport facilities	1.88	2.52	1.53	7th	17th	6th
C&L 2	Cost per library visit	2.95	3.16	1.94	18th	18th	13th
C&L 3	Cost of museums per visit	4.16	12.57	38.26	18th	28th	28th
C&L 4	Cost of parks and open spaces per 1,000 population	34,059.00	23,909.00	26,347.00	31st	23rd	25th
C&L 5a	% of Adults satisfied with libraries	2014/17 79.33	2015/18 78.67	2016/19 78.87	2014/17 13th	2015/18 9th	2016/19 9th
C&L 5b	% of Adults satisfied with parks and open spaces	2014/17 87.67	2015/18 88.33	2016/19 88.37	2014/17 15th	2015/18 10th	2016/19 8th
C&L 5c	% of Adults satisfied with museums and galleries	2014/17 79.67	2015/18 72.67	2016/19 67.23	2014/17 8th	2015/18 10th	2016/19 13th
C&L 5d	% of Adults satisfied with leisure facilities	2014/17 89.67	2015/18 87	2016/19 84.67	2014/17 3rd	2015/18 3rd	2016/19 3rd
Environmental services							
ENV 1a	Net cost per waste collection per premise	36.17	40.79	36.08	1st	2nd	1st
ENV 2a	Net cost of waste disposal per premise	97.86	92.26	99.28	17th	11th	18th

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
ENV 3a	Net cost of street cleaning per 1,000 population	18,103.00	18,358.00	19,028.00	28th	27th	30th
ENV 3c	Street Cleanliness Score	94.31	87.1	89.6	19th	29th	26th
ENV 4a	Cost of maintenance per kilometre of roads	26,493.00	25,933.00	25,188.00	30th	31st	32nd
ENV 4b	% of A class roads that should be considered for maintenance treatment	2015/17 29.63	2016/18 24.1	2017/19 19.03	2015/17 24th	2016/18 12th	2017/19 4th
ENV 4c	% of B class roads that should be considered for maintenance treatment	2015/17 37.58	2016/18 36.13	2017/19 29.68	2015/17 25th	2016/18 23rd	2017/19 15th
ENV 4d	% of C class roads that should be considered for maintenance treatment	2015/17 43.42	2016/18 39.61	2017/19 42.67	2015/17 28th	2016/18 21st	2017/19 27th
ENV 4e	% of Unclassified roads that should be considered for maintenance treatment	2013/17 41.17	2014/18 38.91	2015/19 38.69	2013/17 21st	2014/18 20th	2015/19 20th
ENV 5	Cost of trading standards and environmental health per 1,000 population	24,386.00	23,533.00	24,914.00	24th	24th	26th
ENV 5a	Cost of trading standards, money advice and citizen advice per 1,000	3,102.00	4,049.00	4,607.00	6th	10th	11th
ENV 5b	Cost of environmental health per 1,000 population	21,284.00	19,484.00	20,307.00	26th	24th	27th
ENV 6	% of Total household waste arising that is recycled	53.44	57.21	56	10th	5th	6th
ENV 7a	% of Adults satisfied with refuse collection	2014/17 91.33	2015/18 90	2016/19 86.73	2014/17 2nd	2015/18 3rd	2016/19 5th
ENV 7b	% of Adults satisfied with street cleaning	2014/17 75.67	2015/18 73.33	2016/19 71.27	2014/17 13th	2015/18 13th	2016/19 10th

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
Corporate assets							
CORP-ASSET 1	% of Operational buildings that are suitable for their current use	90.23	92.37	92.91	9th	6th	6th
CORP-ASSET 2	% of Internal floor area of operational buildings in satisfactory condition	91.13	91.41	92.01	12th	14th	13th
Economic development							
ECON 1	% of Unemployed people assisted into work from Council operated/funded employability programmes	17.8	21	20.32	6th	8th	8th
ECON 2	Cost of planning and building standards, per planning application	2,320.00	7,201.00	8,818.00	1st	31st	32nd
ECON 3	Average time taken (in weeks) to deliver a business or industry planning application decision	6.48	8.42	7.79	1st	14th	9th
ECON 4	% of Procurement spend spent on local enterprises	30.58	28.54	31.36	12th	13th	12th
ECON 5	Number of Business Gateway start-ups per 10,000 population	12.76	11.17	18.3	26th	29th	17th
ECON 6	Investment in economic development and tourism per 1,000 population	102,687.00	91,055.00	88,164.00	24th	22nd	22nd
ECON 7	% of People earning less than the Living Wage	22.4	23.8	26	15th	23rd	22nd
ECON 8	% of Properties receiving superfast	94	95.47	97.1	4th	7th	6th

SOLACE Improving Local Government Benchmarking Framework 2018/19

Comparison of local performance 2016/17-2018/19

		Performance			Rank		
		2016/17	2017/18	2018/19	2016/17	2017/18	2018/19
	broadband						
ECON 9	Town centre vacancy rates	20.78	20.78	17.72	28th	26th	30th
ECON 10	Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)	85	85	77.27	5th	3rd	6th