
Report To:	Policy and Resources Committee	Date:	4 February 2014
Report By:	Corporate Director, Education, Communities & Organisational Development	Report No:	PR/103/14/AH/KM
Contact Officer:	Karen McCready, Corporate Policy Officer	Contact No:	712146
Subject:	Update on the SOLACE Improving Local Government Benchmarking Framework		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update on the development of the Local Government Benchmarking Framework.

2.0 SUMMARY

- 2.1 At its meeting on 26 March 2013, the Policy and Resources Committee considered a report which provided details of the Local Government Benchmarking Framework which is being progressed by the Improvement Service under the direction of SOLACE. The framework was developed in order to:

- Support SOLACE to drive improvement in local government benchmarking
- Develop a comparative performance support framework for Scottish local government
- Support councils in targeting transformational change in terms of areas of greatest impact – efficiency, costs, productivity and outcomes
- Focus on the 'big ticket' areas of spend plus corporate services

- 2.2 The SOLACE indicators will replace the Audit Scotland Statutory Performance Indicators from 2013/14.

- 2.3 A total of 55 indicators have been established across 7 service areas. These indicators are intended to act as a corporate 'can opener' i.e. it should help Councils identify issues that merit further investigation, share good practice across authorities and drive forward improvement.

- 2.4 SOLACE and the Improvement Service published performance in relation to the benchmarking indicators for all Scottish Councils on 7 March 2013.

- 2.5 Further work is taking place between the Improvement Service and representatives from Councils to ensure the indicators are developed in such a way as to ensure that they are measuring like for like across the Councils. At present there are discrepancies in how Councils pull their information together, particularly around unit costs. Additionally, it has been accepted by the Improvement Service, that the indicators on satisfaction, which have been taken from the Scottish Household Survey, are not statistically robust at individual Council level. Therefore, the indicators need to be viewed with that statement in mind.

- 2.6 The Improvement Service has also been working on developing Family Groups for all Councils and at the end of October 2013 launched the Family Group Pilot, 'Family groups' are a small number of Councils with similar characteristics which have been grouped together to facilitate meaningful performance benchmarking. The pilot is initially focusing on two areas of performance, namely Roads and School Leaver Positive Destinations. The aim of the pilot is to generate learning and improvement which will facilitate the development and testing of an

approach that can be more widely implemented. Details of the Family Groups which Inverclyde Council belongs to and the performance data for the other Councils in our Family Groups is provided in Appendix 2.

2.7 In November 2013, the Improvement Service carried out a consultation exercise seeking views on proposed changes to the 2012/13 and 2013/14 datasets. The outcome of this consultation is not yet known, however it is possible that some of the indicators presented within this report will change as the indicators are subject to further refinement.

2.8 The Improvement Service has advised that data relating to financial year 2012/13 will be published in February / March 2014.

3.0 RECOMMENDATIONS

It is recommended:

- a. That the Committee note the recent developments in the Local Government Benchmarking Framework.
- b. That performance data for 2012/13 be presented to this Committee once published by the Improvement Service.

Albert Henderson
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 At its meeting on 26 March 2013, the Policy and Resources Committee considered a report which provided details of the Local Government Benchmarking Framework which is being progressed by the Improvement Service under the direction of SOLACE. The Committee report was supplemented with a presentation and full performance briefing for all Members.
- 4.2 The Local Government Benchmarking Framework was developed in order to:
- Support SOLACE to drive improvement in local government benchmarking
 - Develop a comparative performance support framework for Scottish local government
 - Support councils in targeting transformational change in terms of areas of greatest impact – efficiency, costs, productivity and outcomes
 - Focus on the ‘big ticket’ areas of spend plus corporate services
- 4.3 SOLACE and the Improvement Service have devised a set of 55 indicators, of which Inverclyde reports on 50 (the remaining 5 being Housing Services).
- 4.4 The indicator set that has been developed is intended to act as a corporate ‘can opener’ i.e. it should help Councils identify issues that merit further investigation, share good practice across authorities and drive forward improvement.
- 4.5 In its 2012 Direction on the Statutory Performance Indicators, published in December 2012, the Accounts Commission confirmed that the 25 specified Statutory Performance Indicators have been removed from the SPI Direction 2012 and will be replaced by the SOLACE Benchmarking indicators from 2014 onwards (i.e. reporting year 2013/14).

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK – NEW DEVELOPMENTS

- 5.1 Since March 2013, SOLACE and the Improvement Service have been involved in the development of Family Groups (also known as Benchmarking Clubs), the details of which were announced in May. For the purposes of establishing Family Groups, the SOLACE indicator set has been split into two categories:
- **People services** (including education, social work and housing) - 4 groups of 8 Councils. Council groupings are based on the average social context of the local authority population
 - **Other services** (including environmental services and culture / leisure services) - 4 groups of 8. Council grouping are based on the dispersion of the local authority population (using data for the GAE indicator for population dispersion).
- 5.2 SOLACE state that the benchmarking indicators and benchmarking clubs together provide:
- A performance management framework which aligns strategic performance management with appropriate and effective quality improvement processes.
 - A transparent form of accountability for strategic outcomes, which provides an appropriate space for services to improve operational processes.
 - A basis for local authorities to develop a coherent narrative about their own performance and the steps which they are taking to improve that performance.
- 5.3 At the end of October 2013, the Local Government Benchmarking Framework Project Board launched a Family Group Pilot. The aim of the pilot is to test the dynamics and methodology of Family Group activity, and establish the time, effort and resources required to make the wider Family Group benchmarking process work. It is intended that the exercise will proceed on the basis of a ‘light-touch’ approach whilst still providing a managed process which can evidence output and learning from councils’ benchmarking activities.
- 5.4 The board agreed all family groups should participate in the pilot and proposed one topic per grouping.

The focus set by the board for the pilot family groups is:

- **Positive Destinations** (for 'People Services' Family Groups) – this links with the wider national improvement agenda in relation to youth employment and transitions, and also represents an area where the indicator is more robust giving reasonable confidence in the data.
- **Roads** (for 'Other Services' Family Groups) - analysis suggests this would offer the greatest value for the pilot as a politically important area, an area of significant spend, and also a group of indicators which are underpinned by good quality data and the availability of additional drill down data.

- 5.5 This pilot is expected to last until April 2014 with an evaluation scheduled for May 2014. Once the evaluation is completed, a more comprehensive schedule of Family Group meetings will be agreed going forward.
- 5.6 Details of Family Groups that Inverclyde Council has been allocated to are provided in Appendix 2.
- 5.7 In November 2013, the Improvement Service carried out a consultation exercise seeking views on proposed changes to the 2012/13 and 2013/14 datasets. The final data sets have not yet been released, however it is likely that some of the indicators contained within Appendix 1 will be amended, deleted or added to over the next two years as the indicators are subject to further refinement.
- 5.8 In December 2013, the Improvement Service advised that data relating to financial year 2012/13 will be published in February / March 2014. Once this is available, a report on Inverclyde Council's performance and any proposed improvement actions will be presented to this Committee and annually thereafter

6.0 IMPLICATIONS

6.1 Finance
None

Legal
None

Human Resources
None

Equality & Diversity
None

Repopulation
Providing efficient and effective services will promote the Council in a positive light and could contribute to making Inverclyde a more attractive place in which to live.

7.0 CONSULTATION

7.1 None.

8.0 BACKGROUND PAPERS

8.1 SOLACE – Improving Local Government
Data for all Scottish Council's can be viewed on the Improvement Service website:
<http://www.improvementservice.org.uk/benchmarking/>

Family Groups

Appendix 1

Family Group 4 - People Services

Year: 2011

Local Authority	Cost per primary school pupil £ 2011-12	Cost per secondary school pupil £ 2011-12	Cost per pre-school place £ 11-12	% of pupils gaining 5+ awards at level 5 2011-12	% of pupils gaining 5+ awards at level 6 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 5 2011-12	% pupils in 20% most deprived areas getting 5+ awards at level 6 2011-12	The gross cost of "children looked after" in residential based services per child per week £ 11-12	The gross cost of "children looked after" in a community setting per child per week £ 11-12	Balance of care for looked after children: % of children being looked after in the community 11-12	% of adults satisfied with local schools 10-11
Dundee City	4552.3	6760.9	2949.4	26.0	20.0	12.4	6.6	3171.8	287.2	93.6	81.2
East Ayrshire	4432.2	6361.8	3902.9	33.0	20.0	20.8	8.2	3910.1	199.6	93.4	84.0
Eilean Siar	8765.0	9471.4	4435.6	38.0	28.0	N/A	N/A	2868.9	345.7	79.6	90.1
Glasgow City	4658.9	6414.1	4768.8	27.0	16.0	18.5	9.1	3355.2	208.1	92.9	80.0
Inverclyde	4284.0	6386.7	4195.9	33.0	24.0	19.6	11.5	3063.7	101.0	90.3	79.0
North Ayrshire	5420.6	6427.1	3803.6	30.0	18.0	18.5	9.9	2895.0	200.6	89.5	85.1
N. Lanark-shire	5148.7	5888.7	3138.2	33.0	22.0	20.2	11.0	2708.5	175.4	94.8	87.6
W. Dunbarton-shire	5469.1	6708.9	4648.9	32.0	21.0	24.1	11.3	3008.9	52.1	88.3	81.8

Family Groups

Appendix 1

Family Group 4 - People Services

Year: 2011

Local Authority	% of pupils entering positive destinations 11-12	Home care costs for people aged 65 or over per hour £ 11-12	Self directed support spend for people aged over 18 as a % of total social work spend on adults 11-12	% of people aged 65 or over with intensive needs receiving care at home 11-12	% of adults satisfied with social care or social work services 10-11	Current tenants' arrears as a percentage of total rent due % 11-12	% of council rent that was lost due to houses remaining empty 11-12	% of council dwellings that meet the Scottish Housing Quality Standard 11-12	% of repairs completed by the council within target time 11-12	Percentage of council houses that are energy efficient % 11-12
Dundee City	90.0	25.4	0.8	31.4	61.3	10.0	2.1	55.7	90.6	76.7
East Ayrshire	89.9	16.1	1.1	36.9	56.7	2.8	2.6	78.1	88.6	95.5
Eilean Siar	95.5	8.8	18.0	39.5	84.4	No Service	No Service	No Service	No Service	No Service
Glasgow City	87.6	19.8	8.9	39.1	64.0	No Service	No Service	No Service	No Service	No Service
Inverclyde	94.8	16.3	0.8	35.6	67.1	No Service	No Service	No Service	No Service	No Service
North Ayrshire	89.7	19.0	1.3	37.2	67.9	3.4	0.4	80.4	97.7	95.5
North Lanarkshire	87.4	16.2	1.3	41.6	70.5	3.5	0.9	70.4	95.9	85.8
West Dunbartonshire	92.6	15.7	1.6	44.4	67.7	9.8	2.0	36.5	96.7	46.0

Family Groups

Appendix 1

Family Group 3 – Other Services

Year: 2011

Local Authority	Support services as a % of total gross expenditure 11-12	Corporate and democratic core costs per 1,000 population 11-12	The percentage of the highest paid 2% employees who are women 2011-12	The percentage of the highest paid 5% employees who are women 2011-12	Percentage of income due from council tax received by the end of the year % 11-12	The number of complaints of noise received requiring attendance on site & not dealt with under the ASB Act 11-12	The number of complaints of domestic noise received & settled without the need for attendance on site 11-12	Average time between time of noise complaint and attendance on site (hours) 11-12	Average time between time of noise complaint and attendance on site as dealt with under the ASB Act (hours) 11-12	Sickness absence days per employee 2011-12	Proportion of operational buildings that are suitable for their current use % 11-12	Proportion of internal floor area of operational buildings in satisfactory condition % 2011-12	Cost of collecting council tax per dwelling £ 2011-12	Percentage of invoices sampled that were paid within 30 days % 11-12
Angus	4.3	38696.6	27.8	38.6	97.9	19.0	134.0	12.5	0.0	9.3	86.8	91.2	13.8	86.4
Clackmannanshire	5.2	34528.3	54.8	52.6	95.2	95.0	69.0	3.8	0.3	7.6	83.3	93.0	6.8	86.3
East Renfrewshire	5.3	33823.0	46.5	50.3	97.2	559.0	343.0	0.5	0.4	9.0	76.9	75.6	11.3	83.1
Inverclyde	2.7	32062.6	42.0	47.6	94.2	138.0	155.0	25.5	0.6	10.5	78.4	77.1	15.0	95.6
Midlothian	4.1	34939.9	33.3	41.6	93.6	54.0	47.0	22.1	0.3	8.6	88.2	71.3	13.7	83.1
Renfrewshire	6.8	51901.6	45.0	51.8	95.6	0.0	417.0	N/A	0.5	8.9	89.8	69.0	15.2	97.0
South Lanarkshire	4.2	26111.4	40.3	46.5	95.6	31.0	1100.0	0.9	0.5	9.1	92.2	85.3	14.9	91.7
West Lothian	5.1	27556.5	49.6	53.9	94.1	215.0	826.0	64.0	0.6	8.1	85.5	95.2	7.0	91.4

Family Groups

Appendix 1

Family Group 3 – Other Services

Year: 2011

Local Authority	Cost per attendance at sports facilities £ 11-12	Cost per library visit £ 11-12	Cost per museum visit £ 11-12	Cost of parks & open spaces per 1,000 population £ 11-12	% of adults satisfied with libraries 10-11	% of adults satisfied with parks and open spaces 10-11	% of adults satisfied with museums and galleries 10-11	% of adults satisfied with leisure facilities 10-11	Gross waste collection cost per premises £ 11-12	Gross waste disposal cost per premises £ 11-12	Cost of street cleaning per 1,000 population £ 11-12	Street cleanliness index 11-12	Road cost per km £11-12	% of Class A roads that should be considered for maintenance treatment 10-12
Angus	4.2	3.6	8.8	49715.3	89.1	88.0	65.3	81.9	80.7	97.1	15447.9	76.0	5257.6	17.9
Clackmannanshire	4.3	1.4	4.5	39610.0	79.3	82.5	46.9	70.7	71.3	87.8	14516.4	74.0	5598.1	23.8
East Renfrewshire	7.2	4.1	No Service	24830.3	86.3	91.2	68.6	77.2	86.1	88.5	6688.9	73.0	18018.2	23.7
Inverclyde	2.1	4.1	5.5	46225.7	90.3	78.4	75.0	85.0	50.2	81.6	18098.7	72.0	11757.3	30.7
Midlothian	5.5	3.1	No Service	41896.3	82.8	78.3	62.2	79.8	96.0	84.5	9773.0	73.0	6488.2	22.7
Renfrewshire	2.5	3.6	24.4	35487.8	82.1	74.5	75.0	72.4	55.1	77.1	14210.4	75.0	5830.6	29.6
South Lanarkshire	3.4	3.3	3.3	30135.0	83.6	77.6	75.9	76.5	65.8	94.0	15675.2	72.0	10691.5	27.3
West Lothian	4.4	2.0	0.4	37204.5	81.0	84.3	64.4	80.0	76.9	118.1	12740.6	73.0	8212.4	21.3

Family Group 3 – Other Services Year: 2011

Local Authority	% of Class B roads that should be considered for maintenance treatment 10-12	% of Class C roads that should be considered for maintenance treatment 10-12	Cost of trading standards and environmental health per 1,000 population £ 11-12	% of total household waste that is recycled 11-12	% of adults satisfied with refuse collection 10-11	% of adults satisfied with street cleaning 10-11
Angus	31.0	29.8	29684.5	43.7	77.4	77.3
Clackmannanshire	28.8	29.0	21233.0	53.2	88.4	79.4
East Renfrewshire	41.5	37.0	10751.3	54.3	88.2	65.8
Inverclyde	42.0	50.7	22380.7	41.9	85.6	73.7
Midlothian	27.0	30.4	14884.1	45.8	79.0	69.7
Renfrewshire	27.7	39.0	17556.4	40.9	78.5	72.9
South Lanarkshire	31.7	44.8	17184.8	35.7	83.6	77.3
West Lothian	29.3	45.3	18804.6	43.4	81.7	73.4