

Report To: Policy and Resources Committee **Date:** 22 March 2016

Report By: Head of Inclusive Education, Culture and Corporate Policy **Report No:** PR/07/16/WB/KB

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Subject: SOLACE Improving Local Government Benchmarking Framework 2014/15

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2014/15 data and to highlight Inverclyde’s performance across the range of indicators. Detailed information is provided in the Appendix.

Appendix

2.0 SUMMARY

2.1 On 29 January 2016, the Improvement Service released the LGBF 2014/15 data, together with a national report; the information is available for public access here: [Improvement Service - LGBF 2014/15](#) and here: [My Local Council - Inverclyde](#).

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 will be displayed on this web page, together with all the indicators the Council is required to report on, per Audit Scotland’s Statutory Performance Indicators Direction 2014.

2.3 The LGBF indicators are grouped across seven service areas. The following table provides an overview of our 2014/15 performance, together with the 2013/14 figures (in brackets):

	2014/15				Total
	1st quartile	2nd quartile	3rd quartile	4th quartile	
Children’s services	1 (2)	2 (3)	2 (0)	2 (2)	7 (7)
Corporate services	2 (3)	3 (2)	4 (1)	0 (2)	9 (8)
Adult social care	2 (2)	1 (1)	1 (1)	1 (1)	5 (5)
Culture and leisure services	3 (2)	0 (2)	3 (3)	2 (1)	8 (8)
Environmental services	6 (6)	2 (0)	3 (3)	6 (5)	17 (14)
Corporate assets	1 (0)	0 (1)	1 (1)	0 (0)	2 (2)
Economic development	1 (1)	0 (0)	0 (0)	0 (0)	1 (1)
Total	16 (16)	8 (9)	14 (9)	11 (11)	49 (45)
Total %	32.7 (35.6)	16.3 (20)	28.6 (20)	22.4 (24.4)	100

In 2014/15, Inverclyde Council ranked 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.

In 2013/14, we were placed in the top two quartiles for 55.6% of our indicators, while a fifth (20%) were in the third quartile and just under a quarter (24.4%) were in the fourth quartile.

- 2.4 Given the wide-ranging information outlined in this report, it is proposed to facilitate a briefing for Elected Members on the LGBF 2014/15. A suitable date and time will be arranged in due course.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- a. notes that the LGBF 2014/15 data was published on 29 January 2016;
- 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 2014/15; and
- c. advises whether a briefing session on the LGBF 2014/15 should be arranged for Elected Members.

Wilma Bain

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 17 November 2015, the Policy and Resources Committee agreed to receive a report on the LGBF 2014/15 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.

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4.4 Inverclyde Council currently reports on 49 LGBF indicators (excluding housing). The measures 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 indicators' 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.

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 local authority may simply operate in a different way.

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 Information on the following Children's services indicators is not available for 2013/14 or 2014/15:

- % of pupils gaining 5+ Awards at Level 5
- % of pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD).

The most up-to-date information on these indicators was included in the 2013/14 version of this report which was considered by the Policy and Resources Committee on 24 March 2015. Given that no new information is available since that report and there is no value in repeating the details which have already been reported, these indicators

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have not been included in the Appendix.

Additionally, information on the following indicators is not currently available but will be updated in the Framework when it is published by the Scottish Government:

- The gross cost of 'children looked after' in residential-based services per child per week
- The gross cost of 'children looked after' in a community setting per child per week
- Balance of care for looked after children: % of children being looked after in the community.

However, comprehensive information on other children's services indicators is available from the Statutory and Key Performance Indicators Annual Report 2014/15 which was considered by the Policy and Resources Committee in November 2015.

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4.8 In 2013/14, the Council reported on 45 LGBF indicators while in 2014/15, we are reporting on 49 measures. The reasons for the increased number of indicators are outlined in paragraphs 4.8-4.10.

4.9 The following indicator was not included in the LGBF 2013/14 but has been incorporated into the Framework for 2014/15, together with data from 2011/12 onwards:

- Sickness absence: the average number of working days per employee lost through sickness absence – teachers.

The relevant information is included in the Corporate services section of the Appendix.

4.10 The Improvement Service had previously removed the following indicators and replaced them with 'net cost' measures:

- Gross cost of waste collection per premises
- Gross cost per waste disposal per premises.

However, these two indicators were re-introduced to the 2014/15 Framework while the 'net cost' measures were retained; the relevant information is therefore included in the Environmental services section of the Appendix.

4.11 The Improvement Service had also previously removed the following indicator and replaced it with separate cost measures for trading standards and environmental health:

- Cost of trading standards and environmental health per 1,000 population.

However, the above indicator was re-introduced to the 2014/15 Framework while the separate cost measures for trading standards and environmental health were retained; again, the relevant information is included in the Environmental services section of the Appendix.

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 contained in the Appendix. To ensure councils are comparing like with like

regarding cost, further work is ongoing around the definitions of what should be included in each LFR category. Some of this will be addressed through LGBF Family Groups; the Council is participating in a number of these Groups around themes including Street Sweeping, Looked After Children and Museums. However, it should be noted that the Improvement Service has asked that the Family Groups focus more on service improvement rather than how the LFRs are calculated.

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 social care or social work services
- % 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.

SOLACE and the Improvement Service recognise that there are issues with the data for the above indicators in terms of robustness and sample size, particularly for smaller councils like Inverclyde; for example, the sample size in 2014/15 for the above questions ranged between 100 and 250. In contrast, the Council's Citizens' Panel comprises 1,000 local residents, with response rates of around 60% for each questionnaire. Given concerns about the SHS, we include similar questions around satisfaction with Council Services in our Citizens' Panel surveys to allow us to gather comparable information from a source which has larger sample size. Customer satisfaction information from Citizens' Panel questionnaires is included in the Appendix, as appropriate.

It should be noted that the SHS is currently the only source of comparable customer satisfaction information available for all Scottish local authorities. The Improvement Service is investigating alternative sources of customer satisfaction measures that could provide more robust information at local authority level.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2014/15

5.1 Paragraphs 5.2-5.9 provide details of the national and local performance of the LGBF 2014/15. Further details are included in the Appendix.

5.2 In 2014/15, Inverclyde Council ranked 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.

In 2013/14, we were in the top two quartiles for 55.6% of our indicators, while a fifth (20%) were in the third quartile and just under a quarter (24.4%) were in the fourth quartile.

Between 2013/14 and 2014/15, the national rankings of our indicators changed as follows:

Performance improved	49%
Performance maintained	16.3%
Performance declined	34.7%.

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

- CORP 5b2: Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site

The time taken in Inverclyde to attend on site for a noise complaint, for those complaints that required attendance on site, increased in 2014/15 from 0.7 hours to 2.2 hours. This resulted in our ranking going down seven places between 2013/14 and 2014/15, taking us from the first quartile to the 2nd one. However, our performance is still well below the national average of 58.9 hours. The range for this indicator is 0.4 hours-567.27 hours (West Dunbartonshire and Shetland respectively); the widely differing nature of out of hours services provided by local authorities accounts for this range.

- C&L5c: % of adults satisfied with museums and galleries

Satisfaction with museums and galleries fell slightly from 85% to 81% which is still 6% above the national average. Despite our ranking subsequently changing from 7th place to 8th place, we are still in the first quartile for this measure. Additionally, the results of the Council's Citizens' Panel survey showed that there are high satisfaction rates with the McLean Museum and Art Gallery. In the Spring 2015 questionnaire, the Museum was ranked top of the list of Council services that respondents were either satisfied or very satisfied with, attracting a score of 87%.

- ENV 2: Gross cost per waste disposal per premise

In 2014/15, the gross cost of waste disposal in Inverclyde increased by £6.76 which resulted in our ranking dropping by three places to 8th. However, our cost for this measure is more than £16 below the national average and our ranking keeps us in the first quartile.

5.3 Children's services

This section of the 2014/15 Framework comprises seven indicators.

After falling during the previous four years, the costs per pre-school place nationally have increased in the last 12 months by 8.4%. This reflects the additional costs associated with the new entitlement introduced in The Children and Young People (Scotland) Act 2014. However, there has still been an 8.1% reduction in the cost per place since 2010/11. Locally, our cost per pre-school place increased by 7.6% in 2014/15 which means we are the most expensive local authority in Scotland for this measure.

Nationally, in both primary and secondary education, there has been a reduction in real costs per pupil since 2010/11 (10.8% and 4.1% respectively). Our cost per primary school pupil remained fairly steady between 2011/12 and 2013/14, then rose by just under 5% in 2014/15. There is a similar picture for secondary school pupils: very similar costs between 2011/12 and 2013/14, followed by an increase of 5.4% in 2014/15.

Scotland-wide, there has been a 6.3% increase in the number of pupils achieving 5+ Awards at Level 6 since 2010/11; in Inverclyde, we saw an increase of 7.9% in the number of our pupils who achieved 5+ Awards at Level 6 during 2014/15.

In terms of positive destinations for pupils, nationally, there was 4% increase in young people entering positive destinations when leaving school (a rise from 88.9% to 92.9%). We saw a small increase (0.3%) for this measure, which placed us 1.4% above the national average.

Nationally, continued progress is being made in relation to attainment for pupils in the 20% most deprived communities, where attainment of 5+ Awards at Level 6 increased from 12.6% to 12.8% in the last 12 months. In Inverclyde, there was a very small reduction (0.43%) for this measure; however, we are just 1.29% below the national

average.

On a Scotland-wide basis, satisfaction with schools has fallen for the second year in a row, reducing from 81% to 79% in the past 12 months. Locally, however, there was a slight increase (4%) in our scoring for this measure. This improvement resulted in a seven place increase in our national ranking, taking us from the 2nd quartile to the 1st quartile. Inverclyde is also well above the Scottish average for satisfaction with local schools.

5.4 Corporate services

This section of the 2014/15 Framework comprises nine indicators.

In relation to overall council corporate and support costs, these continue to account for only 5% of total gross revenue spend for local government across Scotland. There has been a 14.4% real terms decrease in costs of the democratic core per 1,000 population since 2010/11. Scotland-wide, the cost per dwelling of collecting Council Tax has reduced by 26% over the five year period with the rate of reduction increasing in the past two years. Increased use of new technology underpins the reduction in costs for many councils. Locally, the cost of collecting Council Tax per dwelling reduced in 2014/15 by £2.32, falling to its lowest level since 2011/12.

At the same time as a reduction in unit costs, the national Council Tax collection rate remains high and has shown steady improvement from 94.7% in the base year to 95.5% in 2014/15. We also saw a small increase in our collection rate to 94.8% which resulted in our national ranking improving by three places to 22nd position, taking us from the 3rd quartile to the 2nd one. However, it should be noted that the range for this indicator is very small: 93.29%-98.27% (Dundee City and Perth and Kinross respectively); this indicates that all councils have a similar percentage for this measure with only a 4.98% difference between the best and poorest performing local authorities.

Nationally, there has been continued improvement in relation to ensuring equal pay opportunities across genders, with an increase in the percentage of women in the top 5% earners in councils from 46% to 52% between 2010/11 to 2014/15. In 2014/15, Inverclyde Council also had an increase in the percentage of the highest paid 5% of employees that are women; this improvement resulted in our national ranking improving by two places.

On a national basis, the average number of days lost through sickness for both teachers and all other local government employees has risen and fallen on an alternate basis since 2010/11. In Inverclyde, however, the number of days lost due to sickness absence for teachers reduced year-on-year during the same period, with last year's figure our lowest to date. The improved performance of this measure in 2014/15 resulted in a substantial increase in our national ranking – from 32nd place to 18th place – which took us from the 4th quartile to the 3rd one for the first time.

In 2014/15, the number of days we lost due to sickness for all other employees also fell – by 0.78% - resulting in an improvement of nine places in our national ranking, which changed our placing from the 4th quartile to the 3rd one.

5.5 Adult social care

This section of the 2014/15 Framework comprises five indicators.

Nationally, there has been an increase in the percentage of people with intensive needs who are being cared for at home; this reflects the local picture where we saw an increase of 1.8% for this indicator between 2013/14 and 2014/15 to 34.4%.

On a Scotland-wide basis, home care costs per hour for over 65s have fallen by 7.2% in the past five years. In Inverclyde, our home care costs per hour (for those aged 65 and

over) also fell (by £4.53) in 2014/15. This means that Inverclyde's home care costs per hour are the lowest in Scotland and £7.22 less than the national average. Detailed information on how this indicator is calculated is provided in the Appendix.

Nationally, residential care costs per place for over 65s (net) have decreased by 3.3% since 2012/13, although in the last 12 months they have increased very slightly by 0.3%. Our net cost of residential care for older adults (65+) per week fell - by £35.21 - in 2014/15. This resulted in an improvement of five places in our national ranking, taking us into the first quartile. Inverclyde's cost is also £55.55 lower than the national average.

Councils across the country have continued to succeed in improving the balance of older people with intensive needs being cared for at home i.e. from 32.2% in 2010 to 35.6% in 2014/15, with the rate of improvement increasing during the past 12 months. This growth to a large degree reflects new demand to the system resulting from demographic change rather than a transferral from residential care. In Inverclyde, the percentage of people aged 65+ with intensive needs receiving care at home also increased slightly during 2014/15 to 34.4%. Our national ranking therefore changed from 21st place to 19th out of the 32 Scottish local authorities.

Scotland-wide, in terms of self-directed support, the proportion of spend allocated via Direct Payments and Managed Personalised Budgets has increased year-on-year in the past five years: there has also been an increase of 5.3% from 1.6% in 2010/11 to 6.9% in 2014/15. The majority of this growth occurred in Glasgow which was part of a national project to drive increases in Direct Payments. In Inverclyde, self-directed support spending on adults aged 18+ as a percentage of total social work spend on adults 18+ reduced by 0.11% in 2014/15; our ranking subsequently changed from 29th to 31st. Self-directed support spending in Inverclyde remains quite far below the Scottish average.

On a national basis, the percentage of adults satisfied with social care/social work services has decreased year-on-year since 2010/11; satisfaction dropped from 62% in that year to 51% in 2014/15 which represents the lowest of the satisfaction measures included in the most recent LGBF. While satisfaction with local social care or social work services fell by 15% in 2014/15 to 58%, our figure is still higher than the national average. Additionally, the Council's Spring 2015 Citizens' Panel survey asked respondents to rate how satisfied they were with local social care or social work services; the score was 64%, 6% higher than the figure provided by the LGBF 2014/15.

5.6 Culture and leisure services

This section of the 2014/15 Framework comprises eight indicators.

Across culture and leisure services at a Scotland-wide level, costs per visit/attendance have significantly reduced since 2010/11. Nationally, substantial increases in visitor numbers for sports (15.9%), libraries (28.6%) and museums (33.8%) have been achieved against a backdrop of a 15% reduction in gross expenditure, although the growth in visitor numbers for libraries and sports facilities has slowed in the past 12 months.

Inverclyde's cost per attendance at sport facilities decreased in 2014/15, following a year-on-year increase since 2011/12. Our costs for this indicator are around half the Scottish average and we are now in the first quartile in the national rankings, an improvement of eight places.

Our cost per library visit fell slightly in 2014/15 which resulted in our national ranking improving by one place. Inverclyde's cost per visit to the Museum also fell slightly in 2014/15 which meant our national ranking improved by three places.

Customer satisfaction rates for all culture and leisure facilities, except parks, have fallen in the last 12 months nationally. However, the percentage of adults satisfied with leisure facilities in Inverclyde improved during the same period, as did the percentage of adults satisfied with local parks and open spaces. The percentage of adults satisfied with libraries and with museums and galleries in Inverclyde both decreased, a position which reflects the national picture for these measures.

5.7 Environmental services

This section of the 2014/15 Framework comprises 17 indicators.

Against an overall 14% reduction in gross expenditure on environmental services, councils have largely succeeded in maintaining or improving performance levels in relation to recycling, street cleanliness, roads condition and satisfaction.

Recycling rates continue to improve across Scotland from 41% in 2011/12 to 42.8% in 2014/15 as efforts are made to achieve Scotland's Zero Waste 60% household waste recycling target by 2020. Inverclyde's recycling performance improved by 1.34% in 2014/15, putting us in first place in the rankings and 14% above the national average.

While the national combined net costs of waste management per premise (collection plus disposal) have reduced by 0.1% since 2012/13, there has been a shift in costs from waste disposal to waste collection. This indicates an increased investment in collection infrastructure which is being largely offset by the savings made through avoiding landfill taxes. Our gross cost of waste collection is among the lowest in the country and well below the Scottish average (by £24.75). Inverclyde's net cost of waste collection is also among the lowest in Scotland and considerably below (by £27.26) the Scottish average. We are therefore in the first quartile for both these indicators.

Nationally, street cleaning costs per 1,000 population have reduced by 25.6% since 2010/11. However, local street cleaning costs rose by £1,759.72 between 2013/14 and 2014/15; this resulted in a drop in our national ranking of four places to 27th which puts us in the 4th quartile. Our street cleaning costs are also £2,676.75 higher than the Scottish average.

Since 2010/11, national satisfaction levels with cleanliness have improved from 73% to 74% indicating effort has been made to protect key areas of public concern even in the context of reducing budgets. In the past 12 months, there has however been a small reduction in the national average cleanliness score, which has dropped from 96.1% to 93.9%. Inverclyde's performance for this indicator reduced by 2.14%; despite this, our ranking improved by one place from 20th to 19th and our score is just 0.24% short of the national average.

Scotland-wide, roads maintenance costs per km have reduced in real terms by 28.1% since 2010/11 and 14.2% since 2011/12 (adjusting for the particularly bad Winter in 2010/11). Inverclyde's cost per kilometre of roads maintenance reduced by £1,723.39 in 2014/15. Despite this improvement, however, there is no change in our national ranking for this indicator (32nd). Our costs are still the most expensive in Scotland and £18,618.28 more than the Scottish average. 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 investment, our long term investment requirements would be even greater had the Council not taken the action it did.

Since 2010/11, there has been improvement in the Scotland-wide condition of the roads network in terms of Class A and unclassified roads, and only very slight deterioration in Class B and C roads. However, there has been a reduction in the percentage of all classes of Inverclyde's roads (A, B, C and unclassified) which require maintenance treatment; these improvements resulted in a corresponding improvement in our national ranking for all four of these measures. The increased performance of every roads maintenance indicator reflects the investment made via our Roads Asset Management

Plan which allowed us to increase the percentage of carriageways that we reconstructed/resurfaced in 2014/15 by more than one third. 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 measures. The enhanced performance of these indicators is therefore a considerable achievement for the Council.

5.8 Corporate assets

This section of the 2014/15 Framework comprises two indicators.

We have seen a year-on-year improvement in both the proportion of Inverclyde's operational buildings that are suitable for current use and the proportion of the internal floor area of our operational buildings that is in a satisfactory condition.

The proportion of operational buildings that are suitable for their current use has gone up by four places in the national ranking, taking us into the first quartile. Additionally, the difference between Inverclyde's performance and the top performing local authority for this measure is only 6.65%.

For the indicator which measures the proportion of the internal floor area of our operational buildings that are in a satisfactory condition, our performance improved by 1.67% which in turn improved our ranking by four places.

Performance for both corporate assets indicators is also comfortably above the Scottish average.

5.9 Economic development

This section of the 2014/15 Framework comprises one indicator.

Since 2012/13, the Scotland average for the percentage of unemployed people assisted into work from council funded/operated employability programmes rose from 9.6% to 14.2% of the total unemployed.

Inverclyde Council is the top performing local authority in Scotland in terms of unemployed people who have been assisted into work from Council operated/funded employability programmes; at 25.18%, our score for this indicator is almost 11% higher than the national average. In 2014/15, our performance for this measure improved by 2.87% which in turn increased our ranking from 3rd place to 1st place.

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 2014/15 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 2014/15 – report to the Policy and Resources Committee on 17 November 2015

SOLACE Improving Local Government Benchmarking Framework 2013/14 – report to the Policy and Resources Committee on 24 March 2015

SOLACE Improving Local Government Benchmarking Framework 2014/15

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 2014/15, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2014 under SPI 3, 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 2014/15](#) 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 2014/15

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SOLACE Improving Local Government Benchmarking Framework 2014/15

Children's services

		Change in rank 2013/14-2014/15	
CHN1	Cost per primary school pupil	●	↓ red - declining
CHN2	Cost per secondary school pupil	●	↓ red - declining
CHN3	Cost per pre-school education registration	●	↓ red - declining
CHN5	% of pupils gaining 5+ Awards at Level 6	●	↑ green - improving
CHN7	% of pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)	●	↓ red - declining
CHN10	% of adults satisfied with local schools	●	↑ green - improving
CHN11	Proportion of pupils entering positive destinations	●	↓ red - declining

Children's services:
7 indicators



SOLACE Improving Local Government Benchmarking Framework 2014/15

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

- CHN1** Cost per primary school pupil
- CHN2** Cost per secondary school pupil
- CHN3** Cost per pre-school education registration

CHN1: Cost per primary school pupil							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
4,453.47	10th	4,653.31	2nd	↓ 5 places (5th)	4,278.44	4,279.48	4,284.05

CHN2: Cost per secondary school pupil							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
6,705.30	19th	6,593.46	3rd	↓ 7 places (12th)	6,357.92	6,252.12	6,386.75

CHN3: Cost per pre-school education registration							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
4,866.86	32nd	3,306.44	4th	↓ 1 place (31st)	4,521.71	4,922.71	4,195.86

SOLACE Improving Local Government Benchmarking Framework 2014/15

What the data tells us:

The data shows that our cost per primary school pupil increased slightly in 2014/15 which resulted in our ranking decreasing by five places to 10th, putting us in the second quartile. However, our figure is still below the national average. The range for this indicator is £3,887.43-£8,138.64 (Clackmannanshire and Eilean Siar respectively).

There was also a small increase in the costs per secondary school, putting us slightly higher than the Scottish average. Our ranking subsequently dropped by seven places to 19th. The range for this indicator is £5,577.60-£10,920.73 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2014/15 by £345.15, meaning we are the most expensive local authority in Scotland for pre-school registration. The range for this indicator is £2,165.97-£4,866.86 (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. At the end of 2013, Inverclyde's entire secondary estate had undergone refurbishment and/or rebuild.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, whilst the staff costs remain relatively fixed. In 2012, there were three nurseries that were not included in the School Census, therefore the actual number of nursery places in 2012/13 was in fact higher than what is shown below. If these nurseries had been included in the Census, our costs in 2012/13 would have been lower than reported. The table below shows how the expenditure costs and uptake of places has changed over the period 2010/11 to 2014/15:

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
2013/14	£6,384,000	1,412 places	£4,521
2014/15	£7,000,000	1,432 places	£4,888

SOLACE Improving Local Government Benchmarking Framework 2014/15

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 additional support needs 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 also 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. Finally, the historic £400,000 underspend also inflates the cost per place; this underspend relates to the admissions process and is being corrected in 2016/17.

Next steps:

Early Years continues to be a strategic priority within the Early Years Collaborative. 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. This will not lower per placement costs.

SOLACE Improving Local Government Benchmarking Framework 2014/15

CHN5 % of pupils gaining 5+ Awards at Level 6

CHN5: % of pupils gaining 5+ Awards at Level 6							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
25.84	25th	29.26	4th	↑3 places (28th)	23.95	26.28	24

What the data tells us:

In 2014/15, there was an increase of 1.89% in the number of S6 pupils that attained five or more Awards at Level 6. This resulted in an improvement of three places in our national ranking, from 28th to 25th. The range for this indicator is 21.08%-57.64% (Glasgow City and East Renfrewshire respectively).

Contextual information:

In 2013/14, the parameters for sitting Level 5 exams changed compared to previous years so information cannot be readily compared to the previous figures. However, comparisons can meaningfully be made between the 2013/14 and 2014/15 figures.

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below this high level indicator there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people). The percentages are broadly similar. Differentiations exist year-on-year with such measures as cohorts differ in ability levels. 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 and this will continue.

It should be noted that for this measure – 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.

SOLACE Improving Local Government Benchmarking Framework 2014/15

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework 2014/15

CHN7 % of pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)

CHN7: % of pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
11.46	17th	12.75	3rd	↓3 places (14th)	11.89	12.53	11.45

What the data tells us:

There was a very small reduction (0.43%) in the percentage of pupils from the 20% most deprived areas who gained 5+ Awards at Level 6. Despite this improvement, our ranking dropped by three places which resulted in Inverclyde moving from the 2nd quartile to the 3rd quartile for this performance measure. However, we are just 1.29% below the national average. The range for this indicator is 5.65%-26.05% (Stirling and East Dunbartonshire respectively).

Contextual information:

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.

Next steps:

Establish benchmarking and measures of attainment/achievement in the context of the Curriculum for Excellence qualifications.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

CHN10 % of adults satisfied with local schools

CHN10: % of adults satisfied with local schools							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
88	7th	79	1st	↑7 places (14th)	84	87	79

What the data tells us:

The data is sourced from the Scottish Household Survey and shows that there has been a slight increase (4%) in the satisfaction level with schools in Inverclyde. This improvement resulted in a seven place increase in our national ranking, taking us from the 2nd quartile to the 1st quartile. Inverclyde is also well above the Scottish average for satisfaction with local schools.

Contextual information:

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, for example:

- The Scottish Government included two new build schools on their School Estate Project Case Study material highlighting these as good practice.
- Newark Primary School was shortlisted for the Scottish Design Awards for Best Public Building.
- Inverclyde Academy was the first UK school to have a 50kw wind turbine to help reduce energy costs and CO2 emissions. The Scottish Government praised the school for good practice in consultation and its innovative design.
- The architects of Inverclyde Academy won two prizes in the International Green Apple Awards.
- The Port Glasgow Community Campus received a commendation as part of the 2015 Civic Trust Awards.

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We measure how satisfied Inverclyde citizens are with Council services through our Citizens' Panel surveys. The question about satisfaction with local schools was last asked in the Panel survey carried out in Spring 2015. The results showed that education and schools ranked in the top four of Council services.

Next steps:

The Council has completed the renewal and refurbishment of the entire secondary and additional support needs (ASN) estate with the primary school refurbishment programme ongoing. This 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. As this progresses, we would expect satisfaction with the schools estate to continue to increase.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

CHN11: Proportion of pupils entering positive destinations

CHN11: Proportion of pupils entering positive destinations							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
94.3	9th	92.9	2nd	↓3 places (6th)	94	94.9	94.8

What the data tells us:

In 2014/15, there were 793 school leavers in Inverclyde, three less than in 2013/14. The data shows that there was a small increase (0.3%) in the percentage of Inverclyde pupils who entered a positive destination (for example, further or higher education, employment or training) after leaving school. Inverclyde remains one of the best performing authorities in Scotland; despite this, we dropped three places in the national ranking. However, it should be noted that our figure for this measure remains above the Scottish average which has increased year-on-year as authorities become better at assisting their school leavers into positive destinations. The range for this indicator is 89.4%-96.7% (West Dunbartonshire and East Dunbartonshire respectively).

Contextual information:

This is a priority improvement area for the Council. In 2003, Inverclyde ranked 31 out of 32 authorities for positive destinations and improvements have been achieved since then. 2014/15 was the sixth consecutive year in which Inverclyde's School Leaver Destination Result (SLDR) statistics once again showed no 'unknown' young people (now referred to as 'not known'). This means that all school leavers are known to Skills Development Scotland (SDS), who will continue to track and provide further support to them. We are the only local authority area in Scotland to have reported no 'unknowns' in all SLDR exercises and in all SLDR follow-up exercises since 2009/10.

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Inverclyde Council SLDR 2014/15 (Initial destination percentages)											
School	Total Leavers	Higher Education (%)	Further Education (%)	Training (%)	Employment (%)	Voluntary Work (%)	Activity Agreements (%)	Unemployed Seeking (%)	Unemployed Not Seeking (%)	Unknown (%)	Total Positive (%)
Inverclyde Council	793	36.8	30.0	3.8	23.1	0.1	0.5	4.9	0.8	0.0	94.3
Scotland	53,836	38.3	27.8	3.8	21.7	0.4	0.9	5.4	1.1	0.5	92.9
Difference LA to Scotland		-1.5	2.2	0.0	1.4	-0.3	-0.4	-0.5	-0.3	-0.5	1.4

The success and improvement achieved in this measure is rooted firmly in successful partnership working and the establishment, then maintenance, of relationships and processes that facilitate effective working between partners in support of young people. In 2013/14 and 2014/15, support was provided by the Council's street mediators and community warden service which played a significant part in the early identification of young people; they also assisted Skills Development Scotland not only to find everyone, but to draw alongside a number of young people who indicated that they were not yet in positive destinations and provide them with support to help them take up opportunities they were previously unaware of.

In 2014/15, the percentage of leavers who are 'unemployed seeking' is 4.9%, 0.5% lower than in 2013/14, this is still 0.5% lower than the national average.

In September 2013, Inverclyde Council won an Association for Public Service Excellence award for its successful partnership working and the results achieved regarding positive school leaver destinations.

Next steps:

2014 saw the introduction by the Scottish Government of 'Insight', a new online tool for secondary schools and local authorities to benchmark and improve the performance of pupils in the senior phase. Insight uses the school leaver destinations provided by SDS to the Scottish Government Education Analytical Services Division which uses a slightly different methodology for defining which school leavers Insight includes within its measured school leaver cohort.

For this transitional year in 2014, SDS used the same reporting methodology as previous years. By retaining this, they were able to report in a consistent method, familiar to users of their reports, and to provide year-to-year trend analysis on a like-for-like basis which was then used in the Local Government Benchmarking Framework.

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During the transitional phase, it is important that users of the SLDR are aware that when data about leavers was released on Insight in February 2015, and published by the Scottish Government in June 2015, there were differences in the data, arising from the differences in the methodology used to define who is a school leaver. These changes are anticipated to be minor at a national level, although individual schools may see greater variations depending on the effects of the changes made by Insight to their definition of the leaver cohort.

A new experimental national measure, the Youth Participation Measure, is currently under review following the new development with the first report issued in August 2015 (the measurement date was April 2015). We are awaiting confirmation that the SLDR's current format will be the last and that the new reporting format will be issued in due course.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

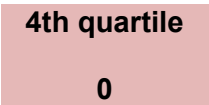
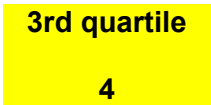
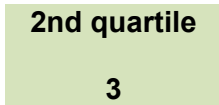
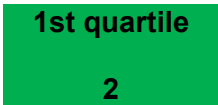
Corporate services

		Change in rank 2013/14-2014/15	
CORP 1	Support services as a % of total gross expenditure	●	↔ amber - performance maintained
CORP 2	Cost of democratic core per 1,000 population	●	↓ red - declining
CORP 3b	Equal opportunities: % of the highest paid 5% employees that are women	●	↑ green - improving
CORP 4	Council Tax: the cost per dwelling of collecting Council Tax	●	↔ amber - performance maintained
CORP 5b2	Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site	●	↓ red - declining
CORP 6a	Sickness absence: the average number of working days per employee lost through sickness absence – teachers	●	↑ green - improving
CORP 6b	Sickness absence: the average number of working days per employee lost through sickness absence – all other employees	●	↑ green - improving
CORP 7	Council Tax: % of income due from Council Tax received by the end of the year	●	↑ green - improving

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

CORP 8	Payment of invoices: % of invoices sampled that were paid within 30 days	●	↔ amber - performance maintained
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Corporate services:
9 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

CORP 1 Support services as a % of total gross expenditure

CORP 2 Cost of democratic core per 1,000 population

CORP 1: Support services as a % of total gross expenditure							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
3.02	2nd	5.07	1st	↔ no change	3.09	2.76	2.68

CORP 2: Cost of democratic core per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
28,637.62	14th	30,687.79	2nd	↓1 place (13th)	28,003.98	29,995.04	32,062.61

What the data tells us:

The data shows that Inverclyde has the 2nd lowest central support costs as a percentage of total gross expenditure. Our central support costs reduced very slightly (0.7%) between 2013/14 and 2014/15; this means we are more than 2% below the Scottish average. Our ranking is unchanged. The range for this indicator is 2.46%-8.15% (North Ayrshire and Eilean Siar respectively).

Our core democratic costs per 1,000 population increased in 2014/15 by £633.64 per 1,000 population. Our figure is still well below the Scottish average but our ranking is down by one place; however, we have retained our position in the second quartile. The range for this indicator is £14,839.47-£142,843.91 (North Lanarkshire and Orkney Islands respectively).

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Contextual information:

Central support costs: 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. Concerns were raised by Finance Services colleagues that the gross expenditure for the years 2010/11 and 2011/12 may not be comparable: 2010/11 possibly included capital charges and International Accounting Standards (IAS) 19 adjustments, whilst from 2011/12 onwards, the gross expenditure figure is from the Local Finance Return and excludes capital charges and IAS 19 adjustments. This makes it difficult to comment when comparing our central support costs with other councils. 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.

Core democratic costs: These costs are viewed as overhead costs for supporting the democratic process within the Council. The costs include the proportion of officers' time spent specifically supporting the democratic process, for example, preparing for and attending meetings, presentations and civic occasions. The costs also include elected members' salaries, allowances and support costs. A lower cost arguably reflects a more efficient democratic process within the organisation. There appears to be a significant increase in the Council's core democratic costs between 2010/11 and 2011/12; however, there was an error in the 2010/11 figure which was understated by approximately £671,000. If the revised figure were to be used, this would give a cost per 1,000 of £31,090, which is comparable to the 2011/12 figure of £32,063 which would have minimised the change in rank.

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.

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CORP 3b Equal opportunities policy: % of the highest paid 5% employees that are women

CORP 3b: Equal opportunities policy: % of the highest paid 5% employees that are women							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
50.63	13th	51.66	2nd	↑2 places (15th)	50	46.99	47.59

What the data tells us:

The data shows that the percentage of employees in the highest 5% of earners that are female increased very slightly (0.63%); our national ranking subsequently increased by two places to 13th in Scotland. The percentage of female employees at Inverclyde Council that are in the highest 5% of earners is only 1.03% below the national average. The range for this indicator is 25%-61.11% (Shetland and Aberdeenshire respectively).

Contextual information:

In 2014/15, there were 160 employees in the top 5% of earners within Inverclyde Council; of these, 81 were female. This information is drawn directly from the Council's electronic HR/Payroll management system.

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 subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

The gender split of Council employees is 73.88% female to 26.12% 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.

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There continues to be occupational segregation within the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts.

Next steps:

The Council's Equalities Officer works with Council Services to further embed equalities within the day-to-day activities of the Council. The Equalities Officer will deliver face-to-face training across Council Services, focussing initially on impact assessment. Training is currently being developed on religion and belief and recruitment and selection procedures are currently being reviewed. Targeted guidance for Council Services is also being developed to assist particular service areas to respond to changes to legislation etc. Equality training is promoted amongst managers and employees and an on-line e-learning equality module is available.

Further assessment is required by Human Resources and Organisational Development of 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 in which to tackle it.

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

CORP 4 Council Tax: the cost per dwelling of collecting Council Tax

CORP 7 Council Tax: % of income due from Council Tax received by the end of the year

CORP 4: Council Tax: the cost per dwelling of collecting Council Tax							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
11.73	22nd	10.94	3rd	↔ no change	14.05	15.47	15.05

CORP 7: Council Tax: % of income due from Council Tax received by the end of the year							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
94.8	22nd	95.46	3rd	↑3 places (25th)	94.51	94.18	94.23

What the data tells us:

The data shows a further improvement in Council Tax performance in 2014/15.

Cost per dwelling of collecting council tax: The cost of collecting Council Tax per dwelling reduced in 2014/15 by £2.32, falling to its lowest level since 2011/12, however our national ranking remained at 22. The decrease in the cost of Council Tax collection is mainly due to a reduction in accommodation costs and an increase in Scottish Water Service Level Agreement income received in the year. The costs for this indicator range from £4.28 in Fife to £24.57

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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.

Percentage Council Tax collected: The percentage of income from Council Tax received by the end of the year increased very slightly by 0.29% from 2013/14 levels. This resulted in our national ranking improving by three places to 22nd position, taking us from the 3rd quartile to the 2nd one. The range for this indicator is very small: 93.29% in Dundee City to 98.27% in Perth and Kinross. This indicates that all councils have a similar percentage for this indicator, with only a 4.98% difference between the best and poorest performing councils.

Contextual information:

Cost per dwelling of collecting Council Tax: This is a key area for the Council as it involves revenue so we have to measure the collection levels against the cost. The cost of collection represents just 2.2% of the revenue collected. Due to the demographics of the area, officers need to ensure that the Debt Recovery Team is appropriately staffed. Whilst reductions in cost would reduce the cost per dwelling, it would likely have a far greater detrimental effect on revenue.

Cost per dwelling of Council Tax collection is a very small area of cost and savings have already been achieved. It is felt that it is not 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.

Inverclyde Council's position in the rankings remains level with last year. As stated in previous years, it remains difficult to see how some councils can have such significantly lower costs. One possible explanation is that not all councils are submitting the same detail of costs. For example, if we did not count management costs and central support allocation then our costs would dramatically reduce. Therefore, there requires to be more inspection of the detail behind each council's calculation in order to ensure that 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 with the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

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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.

Percentage of Council Tax income received by end of year: This is an area that is constantly monitored and has been reported in the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16 progress reports. Whilst there is no formal benchmarking, the Chief Financial Officer receives monthly briefings on this 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 councils 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 councils 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 by 0.29%. 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, Alex M and Company.

Inverclyde was involved in the pilot scheme for water deductions with the Department of Work and Pensions. The scheme proved to be successful and is now available for all Scottish councils to participate in.

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 through Directors of Finance performance indicators. There is also ongoing monitoring to ensure efficiencies in processes are in place to drive costs down.

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With regard to 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.

Both indicators have been monitored and reported through performance reporting on the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

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CORP 5b2 Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site

CORP 5: Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
2.2	14th	58.9	2nd	↓7 places (7th)	0.7	16.6	25.5

What the data tells us:

The data shows that the time taken to attend on site for a noise complaint, for those complaints that required attendance on site, increased in 2014/15 from 0.7 hours to 2.2 hours. This resulted in our ranking going down seven places between 2013/14 and 2014/15, taking us from the first quartile to the 2nd one. However, our performance is still well below the national average of 58.9 hours and indeed that of the poorest performing council's figure. The range for this indicator is 0.4 hours-567.27 hours (West Dunbartonshire and Shetland respectively); the widely differing nature of out of hours services provided by local authorities accounts for this range.

Contextual information:

Changes were made to the way this performance indicator was recorded in 2013/14. Previously, the indicator was inflated by our inclusion of appointments made to suit the complainant where an immediate response was not required. We are now only including those where a quick response is required.

It is unlikely that further significant improvements can be made to this indicator without disproportionate expenditure.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

We will work further with the Association for Public Service Excellence to ensure that interpretations of the indicator are as consistent as possible.

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CORP 6a Sickness absence: the average number of working days per employee lost through sickness absence – Inverclyde Council teachers

CORP 6b Sickness absence: the average number of working days per employee lost through sickness absence – all other Inverclyde Council employees

CORP 6a: Sickness absence: the average number of working days per employee lost through sickness absence – teachers							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
6.42	18th	6.28	3rd	↑14 places (32nd)	7.56	8.35	8.72

CORP 6b: Sickness absence: the average number of working days per employee lost through sickness absence – all other employees							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
11.11	19th	10.8	3rd	↑9 places (28th)	11.89	10.68	10.92

What the data tells us:

The data shows an improvement in sickness absence rates for both teachers and all other employees.

The number of days lost due to sickness absence for teachers decreased by 1.14 days between 2013/14 and 2014/15, making last year's figure the lowest for this measure since the Local Government Benchmarking Framework was introduced in 2010/11. This improvement resulted in a substantial increase in our

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

national ranking - from 32nd place to 18th place - taking us from the 4th quartile to the 3rd quartile for the first time. The range for this indicator is 3.64 days-10.14 days (North Ayrshire and Clackmannanshire respectively).

The number of days lost due to sickness for all employees also fell - by 0.78% - resulting in an improvement of nine places in our national ranking, which changes our placing from the 4th quartile to 3rd one. The range for this indicator is 8.8 days-14.46 days (Orkney and West Dunbartonshire respectively).

Contextual information:

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 the Council must reduce. Through robust absence management procedures, the Council is endeavouring to support employees and reduce the level of absence. Although guidelines are available to all councils as to how data is collected and analysed, we continue to seek information to ensure we are comparing like-for-like as some councils operate manual absence recording systems and others electronic data collection.

The Council's Absence Management Strategy is under constant review to determine patterns of absence and ensure that resources are directed to areas where more support is required.

The Council is pleased with the improvement in both these indicators. Reasons for absence are analysed and, through working with colleagues in Council Services, targeted interventions are in place. In 2013/14, a series of absence 'frequently asked questions' sessions were arranged to assist managers to deal with absence cases more effectively.

The Council is committed to reducing the absence rate. 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.

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 within the Council.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Strategies are now in place to have employees with these issues fast-tracked to HR so that support can be provided as quickly as possible. We also now 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 Absence Management Policy is actively promoted within Services with higher levels of absence.

As a Council, we have moved to electronic data collection and pull all statistics from the Council's HR/Payroll management system. 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. Council Services have been given access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity reports.

Collation and reporting of absence data was changed to bring it into line with the SOLACE indicators to enable continuous monitoring against the expected targets.

Next steps:

The Council's Absence Management Policy is being reviewed and a new policy entitled 'Supporting Employee Attendance' is in development in consultation with the trades unions. This new document will also include detailed guidance for managers and employees on the application of the Policy. Appropriate training will be provided.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
96.59	3rd	92.52	1st	↔ no change	96.3	96.03	95.59

What the data tells us:

The performance data shows that Inverclyde remains one of the top performing authorities for this measure. In 2014/15, the percentage of invoices that were paid within 30 days increased slightly by 0.29%. Our national ranking remained unchanged. Performance for this measure is 4.07% above the Scottish average. The range for this indicator is 77.16%-98.8% (Orkney Islands and Aberdeen City 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 reduced in size as Council Services and Finance work together to maintain performance.

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 was also monitored on a monthly basis and reported through the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16 progress reports.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

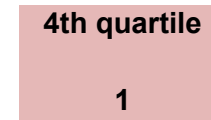
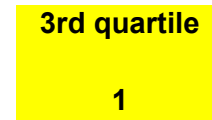
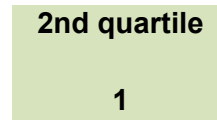
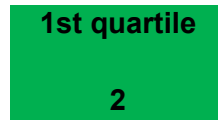
Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. Whilst this will not make a difference to this indicator, it will improve cash flow to local businesses.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Adult social care

		Change in rank 2013/14-2014/15	
SW 1	Older persons (over 65) home care costs per hour	●	↑ green - improving
SW 2	Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+	●	↓ red - declining
SW 3	% of people 65+ with intensive needs receiving care at home	●	↑ green - improving
SW 4	% of adults satisfied with social care or social work services	●	↓ red - declining
SW 5	Cost of residential care for older adults (65+) (average weekly cost per resident)	●	↑ green - improving

Adult social care:
5 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

SW 1 Older persons (over 65) home care costs per hour

SW1: Older persons (over 65) home care costs per hour							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
12.79	1st	20.01	1st	↑5 places (6th)	17.32	15.57	16.35

What the data tells us:

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. The figures reported here, based on the caveat explained above, show that home care costs per hour (for those aged 65 and over) fell by £4.53 in 2014/15. This would mean that Inverclyde's home care costs per hour are the lowest in Scotland and £7.22 less than the national average, when calculated against the national home care return data. The range for this indicator is £12.79-£31.18 (Inverclyde and Highland respectively). The average hourly rate for home care in Inverclyde, based on actual hours delivered in 2014/15 as measured by local, improved data reporting, is closer to £18.00 per hour which would place us towards the higher rankings when compared to other areas.

Contextual information:

Home care is a priority area for the Council to enact a shift in the balance of care and the move to rehabilitation and meeting the intensive needs of the client base. The number of people aged 65+ receiving home care rose from 1,096 in 2012/13 to 1,177 in 2013/14, before falling to 1,071 in 2014/15. In 2013/14, the number of scheduled hours of personal care for people 65+ was 8,636.76; this figure rose to 8,514.59 hours in 2014/15. Figures regarding actual care

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

hours are only available from 2014/15, using the Health and Social Care Partnership's (HSCP) new system which produces more routine and robust reports and improved data management of care at home services. 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

SW 2 Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+

SW 2: Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
1.04	31st	6.86	4th	↓2 places (29th)	1.15	0.95	0.8

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+ reduced by 0.11% in 2014/15; our ranking subsequently changed from 29th to 31st. Self-directed support spending in Inverclyde remains quite far below the Scottish average. The range for this indicator is 0.83%-32.27% (Dundee and Glasgow City respectively). It should be noted, however, that Glasgow was a test site for self-directed support.

Contextual information:

This is a priority area for the Council in that The Social Care (Self-Directed Support) (Scotland) Act 2013 requires local authorities to offer people four choices on how they can get their social care. There has been a slow uptake in SDS in Inverclyde to date. The focus has been on the development of processes to ensure that people have been made aware of the options and that this is supported with fair and equitable access to services. Staff training is currently being undertaken 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

The next step is further implementation of the legislation. Work will be undertaken to update the contract for option one and to develop an individual service framework for option two. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing commission planning.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

SW 3 % of people 65+ with intensive needs receiving care at home

SW 3: % of people 65+ with intensive needs receiving care at home							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
34.4	19th	35.56	3rd	↑2 places (21st)	32.6	35.53	34.48

What the data tells us:

The performance data shows that the percentage of people aged 65+ with intensive needs receiving care at home increased slightly during 2014/15. Our national ranking has therefore changed from 21st place to 19th out of the 32 Scottish local authorities. The range for this indicator is 20.2%-51.44% (Fife and Dumfries and Galloway respectively).

Contextual information:

This is another priority area for the Council, to enact a shift in the balance of care and the move to rehabilitation and meeting the intensive needs of the client 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 compared with the national age of 75+.

The intensive needs of home care clients will cause a shift in the balance of care because of the changes of service at this time. In the annual census of 2014, 1,228 of people aged 65+ were in receipt of 10,507 hours of personal care. This is an increase from 1,181 people from the previous year, however there was a slight increase in the number of hours (10,598 hours of personal care).

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

SW 4 % of adults satisfied with social care or social work services

SW 4: % of adults satisfied with social care or social work services							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
58	11th	51	2nd	↓6 places (5th)	73	66	67.1

What the data tells us:

Satisfaction data is extracted from the Scottish Household Survey (SHS). Satisfaction with social care or social work services fell by 15% in 2014/15 to 58%; however, our figure is still higher than the national average. Our national ranking also dropped, from 5th to 11th position. The range for this indicator is 39%-78% (Glasgow City and Falkirk respectively).

Contextual information:

There are concerns about the limitations of the data produced by the SHS, particularly for smaller councils. This has been recognised by SOLACE and the Improvement Service who advise that the use of SHS survey data is a short term measure.

The Council's Spring 2015 Citizens' Panel survey asked respondents to rate how satisfied they were with the services provided by the Council and the satisfaction level for social care or social work services was 64%, 6% higher than the figure provided by the SHS.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

SW 5 Cost of residential care for older adults (65+) - average weekly cost per resident

SW 5: Cost of residential care for older adults (65+) - average weekly cost per resident							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
316.52	5th	372.07	1st	↑5 places (10th)	351.73	355.67	361.06

What the data tells us:

The data shows that our net cost of residential care for older adults (65+) per week fell by £35.21 in 2014/15. This resulted in an improvement of five places in our national ranking, taking us into the first quartile. Our cost is also £55.55 lower than the national average. The range for this indicator is £224.40-£908.46 (East Dunbartonshire and Orkney Islands respectively).

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.

Next steps:

Explore this further and conduct further in-depth analysis and benchmarking of the data.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Culture and leisure services

		Change in rank 2013/14-2014/15	
C&L1	Cost per attendance at sport facilities	●	↑ green - improving
C&L2	Cost per library visit	●	↑ green - improving
C&L3	Cost of museums per visit	●	↑ green - improving
C&L4	Cost of parks and open spaces per 1,000 population	●	↓ red - declining
C&L5a	% of adults satisfied with libraries	●	↓ red - declining
C&L5b	% of adults satisfied with parks and open spaces	●	↑ green - improving
C&L5c	% of adults satisfied with museums and galleries	●	↓ red - declining
C&L5d	% of adults satisfied with leisure facilities	●	↑ green - improving

Culture and leisure
services: 8 indicators

1st quartile

3

2nd quartile

0

3rd quartile

3

4th quartile

2

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

- C&L1** Cost per attendance at sport facilities
C&L5d % of adults satisfied with leisure facilities

C&L1: Cost per attendance at sport facilities							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
1.89	4th	3.68	1st	↑8 places (12th)	2.66	2.33	2.11

C&L5d: % of adults satisfied with leisure facilities							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
89	3rd	76	1st	↑4 places (7th)	86	93	85

What the data tells us:

The cost per attendance at sport facilities decreased by £0.77 in 2014/15, following a year-on-year increase since 2011/12. Our costs for this indicator are around half the Scottish average and we are now in the first quartile in the national ranking, an improvement of eight places. The range for this indicator is £0.73-£10.17 (East Ayrshire and South Ayrshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland, an improvement of four places. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 58%-96% (Dumfries and Galloway and Orkney 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 2014/15

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

C&L2 Cost per library visit

C&L5a % of adults satisfied with libraries

C&L2: Cost per library visit							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
3.50	18th	2.57	3rd	↑1 place (19th)	3.55	3.89	4.13

C&L5a: % of adults satisfied with libraries							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
74	25th	77	4th	↓16 places (9th)	87	82	90.3

What the data tells us:

The data shows that the cost per library visit fell slightly in 2014/15 which resulted in our national ranking improving by one place. The range for this indicator is £1.26-£7.66 (Edinburgh City and Orkney Islands respectively).

Satisfaction data has been extracted from the Scottish Household Survey. Satisfaction levels with libraries locally fell by 13% in 2014/15 meaning our ranking fell from 9th place to 25th, putting us in the fourth quartile. One reason may be the Central Library's move to smaller premises in January 2015; any possible

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

impact on satisfaction levels is being closely monitored. For example, in July 2015, the results of a customer survey regarding the Central Library indicated high levels of satisfaction with key areas of its newly-refurbished site, together with a score of 86.4% regarding satisfaction with staff. The range for this indicator is 56%-94% (Scottish Borders and Orkney Islands respectively).

Contextual information:

While the cost of running Inverclyde libraries compares well to all other authorities, our national ranking does not reflect this because of the relatively low number of visits which can be attributed to a variety of reasons: lower number of libraries than the Scottish average; smaller libraries than the Scottish average; all our libraries are stand-alone (many other authorities have them in schools, sports centres etc); and comparatively low levels of literacy in Inverclyde.

Extensive outreach activity in family centres, nurseries and schools by the Young People's Service Team is not reflected as the relevant data can be difficult to capture and reflect as a 'library visit'. These statistics will therefore not currently be evidenced within the context of the Local Government Benchmarking Framework.

Some costs are static and common to all authorities regardless of the size of the authority or service, for example, economies of scale. All of the councils with high costs per visit are small ones. Visitor figures include 'virtual visits'; however, as there is no standard definition of this, different authorities may be counting different things.

Inverclyde's library service continues to work hard to increase its visits figure and is pleased to see that the 15% increase in visits in 2012/13 continued through to 2013/14 with a 11.2% increase in visits; our visit figure also rose in 2014/15 to 401,807, an increase of 2.21%. This further decreases the costs per person.

The Council's Citizens' Panel survey showed that there are high positive satisfaction rates with Inverclyde libraries. In the Spring 2015 survey, libraries were rated highly on the list of Council services that respondents were either satisfied or very satisfied with, attracting a score of 81%.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

Inverclyde Council's libraries service undertakes robust self-evaluation and each library has a service improvement plan in place. The libraries service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

C&L3 Cost of museums per visit

C&L5c % of adults satisfied with museums and galleries

C&L3: Cost of museums per visit							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
4.72	17th	3.53	3rd	↑3 places (20th)	5.12	5.44	5.51

C&L5c: % of adults satisfied with museums and galleries							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
81	8th	75	1st	↓1 place (7th)	85	81	75

What the data tells us:

The data shows that the cost per visit to the Museum fell slightly in 2014/15 which meant our national ranking improved by three places. The range for this indicator is £0.20-£19.58 (Argyll and Bute and South Ayrshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Satisfaction data has been extracted from the Scottish Household Survey. The percentage of adults satisfied with museums and galleries fell slightly from 85% to 81% which is still 6% above the national average. Despite our ranking subsequently changing from 7th place to 8th place, when we are compared to all other Scottish councils, we are still in the first quartile for this measure. Additionally, the Council's Citizens' Panel survey showed that there are high positive satisfaction rates with the McLean Museum and Art Gallery. In the Spring 2015 survey, the Museum was ranked top of the list of Council services that respondents were either satisfied or very satisfied with, attracting a score of 87%.

Contextual information:

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists along with providing extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest outwith 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. Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low. Given these influencing factors, a ranking of 17th out of 32 authorities for the cost per museum visit is reasonable (and an improvement of three places between 2013/14 and 2014/15). The Museum is a large Victorian standalone building but some other councils' museum services are housed within other Council buildings so the costs of looking after these buildings may not show up in their museum budgets; similarly some budgets used to fund certain museum services will be held centrally in some authorities.

The population in Inverclyde is declining although the rate of decline has slowed. The Museum currently does not have disabled access to the upper floors and this reduces potential audiences; a refurbishment programme is planned to address this issue and other access barriers throughout the building. The project also aims to modernise and improve all aspects of the service by working closely with library and archives colleagues and utilising digital platforms to the maximum. The upgraded facility will also take account of sustainability issues.

More explicit and unambiguous guidance on how to count 'virtual visits' is required. Inverclyde Council counts web sessions for collections pages but some authorities may be counting web hits, which will give an inflated figure.

Although there are very few local authority services of similar size and ambition to the Museum run by Inverclyde Council, an officer from the Museum takes part in a benchmarking group to share expertise and compare the performance of services. Those venues where the comparison is closest are organised,

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

managed and funded in different ways from the Museum, particularly those run by trusts. Many authorities have multiple sites as opposed to the McLean where the service is run from a single venue.

The Council's Citizens' Panel survey showed that there are high positive satisfaction rates with the McLean Museum and Art Gallery. In the Spring 2015 survey, the Museum was rated top on the list of Council services that respondents were either satisfied or very satisfied with, attracting a score of 87%.

Next steps:

As part of the McLean's service plan, there has been considerable investment of time and effort in expanding the on-line presence of the Museum's collections, giving access to enquirers worldwide. This effort is ongoing. A new on-line catalogue, developed with funding support from Museums and Galleries Scotland was launched in May 2014 and now contains almost 8,000 illustrated records.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

C&L4 Cost of parks and open spaces per 1,000 population

C&L5b % of adults satisfied with parks and open spaces

C&L4: Cost of parks and open spaces per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
43,638.87	28th	31,303.95	4th	↓2 places (26th)	40,555.35	45,624.69	46,225.70

C&L5b: % of adults satisfied with parks and open spaces							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
84	23rd	86	3rd	↑1 place (24th)	83	86	78.4

What the data tells us:

The performance data shows that the cost of parks and open spaces per 1,000 population increased significantly by £3,083.52 between 2013/14 and 2014/15, resulting in a lower national ranking of two places to 28th. Our performance therefore remains in the 4th quartile and our costs are £12,334.92 higher than the Scottish average. The range for this indicator is £1,027.52-£50,442.76 (Eilean Siar and Glasgow City respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Satisfaction data has been extracted from the Scottish Household Survey. There was a very small increase in satisfaction with parks and open spaces in 2014/15 and our score is now just 2% below the Scottish average. The range for this indicator is 74%-95% (Scottish Borders and West Lothian respectively); our performance for this indicator therefore falls around the mid-point of the range.

Contextual information:

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde Council's costs for 2014/15 include over £700,000 of investment in projects such as play areas, the Whinhill Golf Course and the Birkmyre Park. Inverclyde also has a declining population whilst the parks establishment remains static, which helps account for increasing costs.

A Citizens' Panel survey in Spring 2015 found that 82% of respondents were either satisfied or very satisfied with parks and open spaces; this is very close to the figure of 84% provided by the Scottish Household Survey.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Environmental services

		Change in rank 2013/14-2014/15	
ENV 1	Gross cost of waste collection per premises	●	↑ green - improving
ENV 1a	Net cost per waste collection per premises	●	↔ amber - performance maintained
ENV 2	Gross cost per waste disposal per premises	●	↓ red - declining
ENV 2a	Net cost per waste disposal per premises	●	↓ red - declining
ENV 3a	Net cost of street cleaning per 1,000 population	●	↓ red - declining
ENV 3c	Cleanliness score (% acceptable)	●	↑ green - improving
ENV 4a	Cost of maintenance per kilometre of roads	●	↔ amber - performance maintained
ENV 4b	% of A class roads that should be considered for maintenance treatment	●	↑ green - improving
ENV 4c	% of B class roads that should be considered for maintenance treatment	●	↑ green - improving

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 4d	% of C class roads that should be considered for maintenance treatment	●	↑ green - improving
ENV 4e	% of unclassified roads that should be considered for maintenance treatment	●	↑ green - improving
ENV 5	Cost of trading standards and environmental health per 1,000 population	●	↔ amber - performance maintained
ENV 5a	Cost of trading standards per 1,000 population	●	↔ amber - performance maintained
ENV 5b	Cost of environmental health per 1,000 population	●	↔ amber - performance maintained
ENV 6	% of total waste arising that is recycled	●	↑ green - improving
ENV 7a	% of adults satisfied with refuse collection	●	↓ red - declining
ENV 7b	% of adults satisfied with street cleaning	●	↓ red - declining

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Environmental services:
17 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

- ENV 1** Gross cost of waste collection per premises
- ENV 1a** Net cost per waste collection per premises
- ENV 2** Gross cost per waste disposal per premises
- ENV 2a** Net cost per waste disposal per premises
- ENV 6** % of total waste arising that is recycled
- ENV 7a** % of adults satisfied with refuse collection

ENV 1: Gross cost of waste collection per premises							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
58.74	2nd	83.49	1st	↑1 place (3rd)	58.43	67.20	50.18

ENV 1a: Net cost per waste collection per premises							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
37.91	2nd	65.17	1st	↔ no change	37.14	42.97	new indicator for 2012/13

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 2: Gross cost per waste disposal per premises							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
87.90	8th	104.65	1st	↓3 places (5th)	81.14	78.62	81.64

ENV 2a: Net cost per waste disposal per premises							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
80.97	13th	91.46	2nd	↓6 places (7th)	72.81	72.37	new indicator for 2012/13

ENV 6: % of total waste arising that is recycled							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
56.8	1st	42.8	1st	↑4 places (5th)	55.46	54.1	41.95

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 7: % of adults satisfied with refuse collection							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
91	5th	84	1st	↓4 places (1st)	95	87	85.6

What the data tells us:

Our gross cost of waste collection increased by a few pence in 2014/15; we are now ranked second in Scotland, an improvement of one place. This means our costs are among the lowest in the country and well below the Scottish average (by £24.75). The range for this indicator is £57.99-£132.03 (West Dunbartonshire and Highland respectively).

Our net cost of waste collection also increased by a very small amount (£0.77); our ranking of 2nd place is unchanged, keeping us in the first quartile. Again, our costs are among the lowest in Scotland and considerably below (£27.26) the Scottish average. The range for this indicator is £29.85-£100.28 (Midlothian and Stirling respectively).

In 2014/15, the gross cost of waste disposal in Inverclyde increased by £6.76 which resulted in our ranking dropping by three places to 8th. However, our cost for this measure is more than £16 below the national average and our ranking keeps us in the first quartile. The range for this indicator is £62.51-£269.54 (Falkirk and Shetland Islands respectively).

Despite the increase in our net cost per waste disposal per premises being fairly small (£8.16), it resulted in our ranking dropping by six places to 13th which takes us into the 2nd quartile. However, our costs are below the Scottish average by £10.49. The increase in the level of service provision for food waste services required under legislation increased our collection costs accordingly. The range for this indicator is £52.10-£1176.67 (Falkirk and Argyll and Bute respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Our recycling performance improved by 1.34% in 2014/15, putting Inverclyde in first place in the rankings and 14% above the national average. The range for this indicator is 9%-56.8% (Shetland Islands and Inverclyde 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 small decrease (4%) in the satisfaction rate with refuse collection which meant our national ranking fell by four places to 5th; however, our score is still very high at 91% and we remain in the first quartile for this measure. Our satisfaction rate is also 7% higher than the Scottish average. The range for this indicator is 70%-95% (Edinburgh City and East Lothian respectively).

Contextual performance:

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 new services in 2012/13, 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. In 2013/14, we saw this decline reverse with both residual and recycling tonnages increasing. This has had an adverse effect on the cost of disposal as residual waste rose at a higher rate than recycling.

The Council continues to promote its domestic recycling and waste reduction messages and the response to this has been shown in the year-on-year improvement in our recycling rate. In December 2014, the Council implemented a new segregated glass collection service from the kerbside with the aim of enhancing our performance; initial results have been encouraging with 818 tonnes of glass diverted from landfill since the service was introduced.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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 underway 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. It is encouraging to note that, in the Council's Autumn 2015 Citizens' Panel survey, almost two thirds (64%) of respondents said they used the upgraded facilities at the Pottery Street Recycling Centre. Additionally, 100% of the people who had used those facilities rated them as 'good' or 'very good'.

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. The Council also measures how satisfied Inverclyde citizens are with Council services through our Citizens' Panel surveys. The question about satisfaction with refuse collection was last asked in the Panel survey carried out in Spring 2015. The results showed that refuse collection ranked in the top two of Council services that people are satisfied or very satisfied with.

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 2014/15

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 Cleanliness score (% acceptable)

ENV 7b % adults satisfied with street cleaning

ENV 3a: Net cost of street cleaning per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
18,494.87	27th	15,818.12	4th	↓4 places (23rd)	16,735.15	17,030.24	18,098.70

ENV 3c: Cleanliness score (% acceptable)							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/13 - 2013/14	2013/14	2012/13	2011/12
93.66	19th	93.9	3rd	↑1 place (20th)	95.8	92.6	93.3

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 7b: % of adults satisfied with street cleaning							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2010/11
76	15th	74	2nd	↓11 places (4th)	83	77	73.7

What the data tells us:

The performance data shows a reduced performance across all street cleaning indicators. The cost of street cleaning rose by £1,759.72 between 2013/14 and 2014/15; this resulted in a drop in our national ranking of four places to 27th which puts us in the fourth quartile. Our street cleaning costs per 1,000 population are also £2,676.75 higher than the Scottish average. The range for this indicator is £6,849.60-£26,415.41 (Moray and Glasgow City respectively).

Our overall cleanliness index score dropped by 2.14% in 2014/15; however our ranking improved by one place from 20th to 19th. The range for this indicator is 81.82%-100% (Aberdeen City and Orkney Islands respectively) and our score is just 0.24% short of the national average of 93.9%. Despite being in the third quartile for this indicator, the impact of significant investment in this area would not affect a major change in performance for Inverclyde.

In 2014/15, Inverclyde's performance for the indicator which measures satisfaction with street cleaning was 76%, a reduction of 7% on the previous year's score. However, our score is 2% higher than the national average. The range for this indicator is 52%-87% (Eilean Siar and West Lothian respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Contextual information:

Inverclyde suffers from a declining population 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.

In partnership with the Improvement Service, Inverclyde Council is participating in a pilot 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 2014/15

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 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
24,236.32	32nd	5,618.04	4th	↔ no change	25,959.71	17,618.79	£11,757.32

ENV 4b: % of A class roads that should be considered for maintenance treatment							
Inverclyde 2013/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/14-2013/15	2012/14	2011/13	2010/12
33.89	26th	29.03	4th	↑4 places (30th)	37.81	32.7	30.74

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2013/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/14-2013/15	2012/14	2011/13	2010/12
37.99	26th	36.1	4th	↑4 places (30th)	43.37	44.3	41.96

ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2013/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/14-2013/15	2012/14	2011/13	2010/12
46.93	27th	37.35	4th	↑3 places (30th)	49.12	47.4	50.67

ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2011/15	Ranking	Scotland	Local authority quartile	Change in rank 2010/14-2011/15	Inverclyde 2010/14	2009/13	2008/12
47.94	27th	39.31	4th	↑1 place (28th)	50.77	51.1	48.96%

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

What the data tells us:

The data shows there was a decrease (£1,723.39) in the cost per kilometre of road maintenance in 2014/15. Despite this improvement, however, there is no change in our national ranking for this indicator. Our costs are still the most expensive in Scotland and £18,618.28 more than the Scottish average. 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 investment, our long term investment requirements would be even greater had the Council not taken the action it did. The range for this indicator is £2,285.41-£24,236.32 (Dumfries and Galloway and Inverclyde respectively).

There has been a reduction in the percentage of all classes of roads requiring maintenance treatment:

	Reduction in roads requiring maintenance treatment	Change in national ranking
A class roads	↓ 3.92%	↑ 4 places to 26th place
B class roads	↓ 5.38%	↑ 4 places to 26th place
C class roads	↓ 2.19%	↑ 3 places to 27th place
Unclassified roads	↓ 2.83%	↑ 1 place to 27th place.

The increased performance of every roads maintenance indicator reflects the investment made via our Roads Asset Management Plan which allowed us to increase the percentage of carriageways that we reconstructed/resurfaced in 2014/15 by more than one third. 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Contextual information:

While there is a relationship between costs and performance, other factors are subject to constraints outwith the direct control of the Council; for example, Winter maintenance costs are affected by Winter weather conditions.

The inclusion of Winter maintenance costs will skew the data according to the severity of the Winter period 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. The Winter of 2011/12 was less severe than that of 2010/11 and this would have had the effect of reducing the Winter element of the cost per km of road for 2011/12.

In addition, the cost indicator was further affected by the severe Winters of 2009/10 and 2010/11 as the conditions resulted in an increased number of defects in the road surface and the costs associated with their repair. The defects 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 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

Benchmarking takes place via the Society of Chief Officers of Transportation in Scotland Group and the Association for Public Sector Excellence.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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 per 1,000 population

ENV 5b Cost of environmental health per 1,000 population

ENV 5: Cost of trading standards and environmental health per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
21,412.47	20th	23,433.50	3rd	↔ no change	22,400.70	38,225.09	22,380.71

ENV 5a: Cost of trading standards per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/13 - 2013/14	2013/14	2012/13	2011/12
3,067.87	2nd	5,735.84	1st	↔ no change	1,992.28	1,908.78	new indicator for 2012/13

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2012/13 - 2013/14	2014/15	2012/13	2011/12
18,344.60	22nd	17,697.66	3rd	↔ no change	20,408.42	36,316.31	new indicator for 2012/13

What the data tells us:

Our combined cost of trading standards and environmental health per 1,000 decreased slightly in 2014/15; our figure is also more than £2,000 lower than the Scottish average. Despite this, we are still in the third quartile for this measure, with a ranking of 20th. The range for this indicator is £15,399.46-£33,908.26 (Scottish Borders and Eilean Siar respectively).

The data shows that, although our figure increased in 2014/15 by £1,075.59, the cost of trading standards in Inverclyde is still amongst the lowest in Scotland and our ranking of 2nd place is unchanged. The range for this indicator is £2,898.74-£11,853.21 (Renfrewshire and Eilean Siar respectively). The main reason for the increase in 2014/15 is the inclusion of costs for the money advice service which is delivered by the Health and Social Care Partnership but included in the Local Finance Return (LFR) for trading standards. There is likely to be a further increase in the Inverclyde figure for this indicator in 2015/16, mainly because of an internal re-profiling of the service which should result in a considerably more resilient trading standards service going forward.

Our environmental health costs put us in the 3rd quartile for the second year in a row, with a ranking of 22nd. However, these costs have reduced by £2,063.82 and are only slightly higher than the national average. The range for this indicator is £7,382.55-£27,660.96 (East Renfrewshire and Edinburgh City respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Contextual information:

Trading Standards: The figure is based on the service's estimates of costs for 2014/15 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards 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. Costs are likely to increase over the next year as we work to make the service more resilient. These increases will obviously be contained by the service and it is expected that the overall costs will remain in the first quartile.

Environmental Health: The Safer and Inclusive Communities Service comprises a number of services in addition to environmental health which are currently reported through the Environment 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'. The reduction from 2012/13 is a result of the community wardens being reassigned from the environmental health LFR to housing, in line with improved guidance from the Scottish Government.

There remains an issue regarding a number of other services which are still reported through the environmental health LFR. Unfortunately, there is still no natural home for these in the LFR scheme.

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence (APSE) for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2014/15, 24 of the 32 authorities engaged in the second round of benchmarking. Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £11,690. Although this was still in the 3rd quartile in the exercise, the range of costs was fairly tight with the average cost coming in at £11,190 per 1,000.

These average costs are likely to be skewed by some financial under-reporting. For example, Inverclyde's total staff cost as a percentage of the total environmental health expenditure was 83% against an average of 79%. However, the highest in the group reported 99%, suggesting that some authorities may have hidden costs which are not appearing in the benchmarking costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Next steps:

The benchmarking process for environmental health indicators will continue.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Corporate assets

		Change in rank 2013/14-2014/15	
Corporate asset 1	Proportion of operational buildings that are suitable for their current use	●	↑ green - improving
Corporate asset 2	Proportion of internal floor area of operational buildings in satisfactory condition	●	↑ green - improving

Corporate assets:
2 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

- Corporate asset 1** Proportion of operational buildings that are suitable for their current use
Corporate asset 2 Proportion of internal floor area of operational buildings in satisfactory condition

Corporate asset 1: Proportion of operational buildings that are suitable for their current use							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
88.72%	8th	79.01	1st	↑4 places (12th)	87.23%	80.26%	78.38%

Corporate asset 2: Proportion of internal floor area of operational buildings in satisfactory condition							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
85.2%	18th	82.92%	3rd	↑4 places (22nd)	83.53%	82.32%	77.13%

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 current use and the proportion of the internal floor area of operational buildings that are in a satisfactory condition. Performance is also comfortably above the Scottish average for both indicators.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

The proportion of operational buildings that are suitable for their current use has gone up four places in the national ranking, taking us into the first quartile. The range for this indicator is 57%-95.37% (Edinburgh City and South Lanarkshire respectively). The difference between Inverclyde's performance and the top performer for this indicator is therefore only 6.65%.

Our performance for the second corporate asset indicator improved by 1.67% which meant our ranking also improved (by four places). The range for this indicator is 32.68%-99.51% (Moray and North Ayrshire respectively).

Contextual performance:

The suitability of operational accommodation is measured through the use of questionnaires. Questionnaires 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 works or items requiring repair were noted and the grading against each element of each building changed accordingly, as did the overall score. 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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.

Obviously being property, changes cannot be made instantly and there is a time element involved, for example, in marketing/acquiring and refurbishing/building new properties. As such, there is a knock on effect to Council Services which may have to remain in unsuitable properties while waiting for new premises to be prepared. The Council is currently progressing its Office Rationalisation Programme. The Programme has two objectives: firstly, 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; and, secondly, to rationalise and refurbish the office accommodation portfolio resulting in a smaller estate which is in good condition and suitable 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.

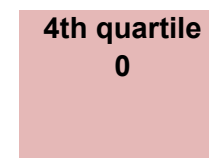
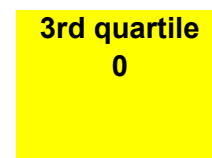
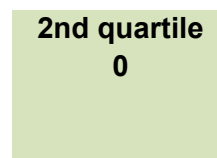
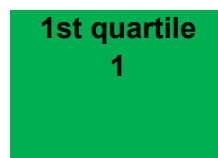
One major office refurbishment project will also be undertaken during 2015/17.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

Economic development

		Change in rank 2013/14-2014/15	
ECON 1:	% of Unemployed people assisted into work from Council operated/funded employability programmes	●	↑ green - improving

Economic development:
1 indicator



SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes							
Inverclyde 2014/15	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2013/14	2012/13	2011/12
25.18	1st	14.19	1st	↑2 places (3rd)	22.31	16.3	new indicator for 2012/13

What the data tells us:

This indicator was introduced to the Local Government Benchmarking Framework in 2012/13. The performance data for 2014/15 shows that Inverclyde Council is the top performing local authority in Scotland in terms of unemployed people who have been assisted into work from Council operated/funded employability programmes; our score is also almost 11% higher than the national average. In 2014/15, our performance for this indicator improved by 2.87% which in turn improved our ranking from 3rd place to first place.

Contextual performance:

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. Key to securing the year-on-year improvement since 2012/13 is the collective strength of the community planning partners involved in supporting people to find employment. 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2014/15

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. Reducing unemployment and increasing achievements are key objectives of the Single Outcome Agreement 2013/18, the Inverclyde Economic Development Strategy 2011/14 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

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

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.