

Report To: Policy and Resources Committee **Date:** 21 March 2017
Report By: Head of Inclusive Education, Culture and Corporate Policy **Report No:** PR/05/17/WB/KB
Contact Officer: Karen Barclay, Corporate Policy Officer **Contact No:** 01475 712065
Subject: SOLACE Improving Local Government Benchmarking Framework 2015/16

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2015/16 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 27 January 2017, the Improvement Service released the LGBF 2015/16 figures; the information is available to view here: [Improvement Service - LGBF 2015/16](#) and here: [My Local Council - Inverclyde](#). Additionally, on 24 February 2017, the National Overview Report was published. This document provides information on how much local authorities spend on particular services, service performance and how satisfied people are with the major services provided by councils.

2.2 In line with public performance reporting requirements, it is proposed to publish the relevant information on the Council's website: [Statutory Performance Indicators](#). The LGBF indicators will be displayed on this web page by 31 March 2017, together with all the indicators the Council is required to report on, per Audit Scotland's Statutory Performance Indicators Direction 2015.

2.3 The LGBF indicators are grouped across seven service areas. The following table provides an overview of our 2015/16 performance:

	2015/16				Total
	1st quartile	2nd quartile	3rd quartile	4th quartile	
Children's services	7	3	3	1	14
Corporate services	4	3	1	2	10
Adult social care	2	4	1	0	7
Culture and leisure services	2	3	2	1	8
Environmental services	4	3	4	3	14
Corporate assets	1	1	0	0	2
Economic development	2	1	0	1	4
Total	22	18	11	8	59
Total %	37.3	30.5	18.6	13.6	100

In 2015/16, Inverclyde Council ranked in the top two quartiles for 67.8% of our indicators, while under a fifth (18.6%) were in the third quartile and only 13.6% were positioned in the fourth quartile.

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

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, a briefing for Elected Members on the LGBF 2015/16 was arranged for 21 March 2017.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- a. notes that the LGBF 2015/16 data was published on 27 January 2017; and
- b. agrees that the information in the Appendix can be used to form the basis of the Council's public performance reporting on the LGBF 2015/16.

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 15 November 2016, the Policy and Resources Committee agreed to receive a report on the LGBF 2015/16 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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Para 691
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4.4 In 2015/16, Inverclyde Council is reporting on 64 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 The Improvement Service advise that, where councils have presented updated values for previous years, they have refreshed the data to reflect this. This may mean historical data presented in the 2015/16 Framework differs slightly from data presented in previous years. Additionally, it should be noted that Culture and Leisure cost measures are now presented as net cost rather than gross cost.

4.8 Information on the following indicators is expected in March 2017:

- CHN 8a: The gross cost of 'children looked after' in residential-based services per child per week
- CHN 8b: The gross cost of 'children looked after' in a community setting per child per week
- CHN 9: Balance of care for looked after children: % of children being looked after in the community
- CHN11: Proportion of pupils entering positive and sustained destinations.

In the meantime, comprehensive information on other children's services indicators is available from the Statutory and Key Performance Indicators Annual Report 2015/16 which was considered by the Policy and Resources Committee in November 2016.

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4.9 In 2014/15, the Council reported on 49 LGBF indicators while in 2015/16, we are reporting on 64 measures. The reasons for the change in the number of indicators are outlined in paragraphs 4.10-4.16.

4.10 In 2015/16, a number of new indicators were introduced to the Children's service section of the Framework:

- CHN12a: Overall average total tariff
- CHN12b: Average total tariff - SIMD Quintile 1
- CHN12c: Average total tariff - SIMD Quintile 2
- CHN12d: Average total tariff - SIMD Quintile 3
- CHN12e: Average total tariff - SIMD Quintile 4
- CHN12f: Average total tariff - SIMD Quintile 5.

The Improvement Service is working with the Association of Directors of Education in Scotland and others to improve and expand the suite of Children's measures. Therefore, the measures presented in the LGBF 2015/16 will be transitional with further changes/amendments to be introduced next year.

Additionally, information regarding the following measures now represents Leavers' achievement rather than being stage-based as reported on previously (historic data from 2011/12 onwards has been replaced):

- CHN4: % of Pupils gaining 5+ Awards at Level 5
- CHN5: % of Pupils gaining 5+ Awards at Level 6
- CHN6: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)
- CHN7: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD).

The relevant information is included in the Children's services section of the Appendix.

4.11 The Improvement Service had re-introduced the following indicators to the Framework for 2014/15:

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

However, these two indicators were deleted from the 2015/16 Framework while the related 'net cost' measures were retained.

Additionally, the Improvement Service is liaising with the Society of Chief Officers of Transportation in Scotland and the Association for Public Service Excellence to replace the following measure with their data: ENV 4a - Cost of maintenance per kilometre of roads. However, the Improvement Service advise that they wish to carry out further work to provide robust time series data and, until this is available, they have liaised with the Directors of Finance Sub-Group to amend the current measure to include capital and revenue to provide a more meaningful measure of expenditure on roads.

The relevant information regarding the above indicators is included in the Environmental services section of the Appendix.

4.12 The Improvement Service had re-introduced the following indicator to the Framework 2014/15:

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

However, the above indicator was deleted for 2015/16 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.

4.13 For the reporting year 2015/16, the following new measures were introduced to strengthen the Framework's coverage of economic development and planning:

- ECON 2: Cost per planning application
- ECON 3: Average time (in weeks) per commercial planning application
- ECON 4: % of Procurement spent on local small/medium enterprises
- ECON 5: Number of Business Gateway start-ups per 10,000 population.

The relevant information is included in the Economic development section of the Appendix.

4.14 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.

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

4.16 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.

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

Additionally, the Council's Citizens' Panel comprises 1,000 local residents, with response rates of around 60% for each questionnaire. We therefore 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 a larger sample size. Customer satisfaction information from Citizens' Panel questionnaires is included in the Appendix, as appropriate.

For the first time, the Improvement Service has included satisfaction measures from the Care and Experience Survey in this year's Framework in recognition that these provide more robust and reliable data regarding service user experience of social care. The relevant information is included in the Adult social care section of the Appendix.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2015/16

5.1 Paragraphs 5.2-5.9 provide details of the national and local performance of the LGBF 2015/16. Further details are included in the Appendix.

5.2 In 2015/16, Inverclyde Council ranked in the top two quartiles for 67.8% of our indicators, while under a fifth (18.6%) were in the third quartile and only 13.6% were positioned in the fourth quartile.

In 2014/15, we were placed 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 positioned 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 2014/15 and 2015/16, our performance in the national rankings was:

Ranking improved	55.2%
Ranking maintained	8.6%
Ranking declined	36.2%.

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:

- ENV 6: % of Total household waste arising that is recycled

Our recycling performance declined by 2.1% in 2015/16 which resulted in a decrease of four places in the national rankings. Despite this, however, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average.

- ENV 7b: % of Adults satisfied with street cleaning

In 2013/16, Inverclyde's performance for the indicator was 78.67%, the same as the previous period. Despite maintaining our performance for this measure, our ranking reduced by one place to 11th. However, it should be noted that our score for this indicator is 5% higher than the national average.

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

Performance is above the national average	62.7%
Performance is below the national average	37.3%.

For completeness, analysis was carried out to establish how our figures for 2015/16 compared to our performance for the previous reporting year; the results are as follows:

Performance improved	63.8%
Performance maintained	5.2%
Performance declined	31%.

All the above figures exclude indicators that we do not have historical or 2015/16 information for, as well as one measure which had no activity in 2015/16.

5.3 Children's services

This section of the 2015/16 Framework comprises 14 indicators.

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

In the past 12 months, there have been increases in real costs in pre-school, primary and secondary education, after year-on-year reductions in previous years. In pre-school, real unit costs have increased by 15.9%, reflecting the additional costs associated with new entitlements introduced in The Children and Young People (Scotland) Act 2014. In both primary and secondary education, the small increase in real costs in the past 12 months (1.1% and 1.8% respectively) may reflect access to additional monies such as The Attainment Challenge Fund.

Our cost per primary school pupil rose by 3.3% between 2014/15 and 2015/16. During the same period, our cost per secondary school pupil rose by 1.3%.

The national data on senior phase attainment shows a very strong improving trend which is replicated in Inverclyde where we saw an improvement between 2014/15 and 2015/16 in three of the four attainment measures for senior pupils while the fourth measure maintained its performance; we are also above the national average for two senior phase measures.

Nationally, satisfaction with schools has fallen for the third consecutive period, reducing from 81% in 2012/15 to 78% in 2013/16. Locally, however, there was a slight increase (1%) 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 one. Inverclyde is also well above the Scottish average for satisfaction with local schools.

5.4 Corporate services

This section of the 2015/16 Framework comprises 10 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 16.5% real terms decrease in costs of the democratic core per 1,000 population since 2010/11, including a 2.8% reduction the past 12 months.

Scotland-wide, the cost per dwelling of collecting Council Tax continues to reduce, falling by 30% since 2010/11, with the rate of reduction accelerating in recent years.

While our cost of collecting Council Tax rose slightly (by £0.42) in 2015/16, it is £4.46 less than five years ago.

Meanwhile, the national collection rate continues to show steady improvement, rising from 94.7% in the base year of 2010/11 to 95.66% in 2015/16. This positive trend is reflected locally where we saw an increase in our collection rate to 95.12% in 2015/16 which is the highest ever achieved by the Council.

Nationally, there has been continued improvement in relation to ensuring equal pay opportunities across genders, with an increase in the number of women in the top 5% earners in councils from 46.26% in 2010/11 to 51.89% in 2015/16. In 2015/16, Inverclyde Council also saw an increase (of 2.57%) in the highest paid 5% of employees that are women; this improvement resulted in our national ranking increasing by three places to 10th in Scotland.

On a national basis, the average number of days lost through sickness for both teachers and all other local government employees has fallen in the past 12 months (by 0.16 days and 0.17 days respectively). In 2015/16, the number of days lost due to sickness absence for Inverclyde teachers reduced, with last year's figure our lowest to date. The improved performance of this measure during the last reporting year resulted in a substantial increase in our national ranking – from 18th place to 6th – which took us from quartile three to quartile one for the first time.

In 2015/16, the number of days we lost due to sickness for all other employees also fell – by 1.63 days - resulting in an improvement of 14 places in our national ranking, which changed our placing from the 3rd quartile to the 1st one. We are also comfortably below the national average for both sickness absence measures.

5.5 Adult social care

This section of the 2015/16 Framework comprises seven indicators.

Nationally, the number of people receiving home care has decreased over time. In Inverclyde, the number of people receiving care at home also decreased slightly (by 3.19%) between 2014/15 and 2015/16.

Scotland-wide, self-directed support as a percentage of total social work spend on adults 18+ has grown steadily from 1.58% in 2010/11 to 6.65% in 2015/16. Locally, spend in this area was relatively steady between 2012/13 and 2014/15; it then quadrupled between 2014/15 and 2015/16, rising from 1.04% to 4.63%.

The Health and Social Care Partnership has concerns around the accuracy of a number of indicators in this section of the Framework. Officers have contacted the Improvement Service with the aim of resolving the matter.

5.6 Culture and leisure services

This section of the 2015/16 Framework comprises eight indicators.

Across culture and leisure services at a Scotland-wide level, costs per visit/attendance have significantly reduced since 2010/11. Inverclyde's cost per attendance at sport facilities rose in 2015/16 by £0.96. While we are comfortably below the Scottish average for this measure, our ranking decreased by 12 places to 16th which puts us in the second quartile. It should be noted, however, that costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

In contrast, our costs per library and museum visit both decreased between 2014/15 and 2015/16 which resulted in an improved ranking for both measures.

Nationally, public satisfaction rates for all culture and leisure facilities have fallen in the last 12 months. Locally, while there were very small decreases in the percentage of adults satisfied with leisure facilities, libraries and museums between 2012/15 and 2013/16, the number of adults satisfied with local parks and open spaces increased slightly during the same period. Additionally, our scorings for these measures are still very high, ranging from 80.67% (satisfaction with libraries) to 88% (satisfaction with leisure facilities).

5.7 Environmental services

This section of the 2015/16 Framework comprises 14 indicators.

While spending on environmental services reduced by 4% from 2010/11 to 2014/15, it has grown in the past 12 months by 3%. This is partly due to a 9% growth in waste disposal expenditure and a 5% growth in roads expenditure since 2014/15. There have been significant reductions in spend in street cleaning (-25% since the base year of 2010/11) although the rate of reduction has slowed in the past 12 months (-2%).

Nationally, recycling rates improved between 2014/15 and 2015/16. Inverclyde's recycling performance declined by 2.1% during the same period which resulted in a decrease of four places in the national rankings. However, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average.

Scotland-wide, street cleanliness scores have reduced slightly in the past couple of years although they are still above 90%. Our overall cleanliness index score remained at 94% for the second consecutive year while our ranking improved by four places to 15th.

Nationally, public satisfaction rates for refuse collection and street cleaning have fallen slightly since 2014/15, by 0.33% and 0.66% respectively. In contrast, however, satisfaction with the local refuse collection service rose by 2% to 93% which is 10% above the national average. Meanwhile, in terms of the number of adults satisfied with street cleaning in Inverclyde, we maintained our score of 78.67% which is 5% above the national average.

5.8 Corporate assets

This section of the 2015/16 Framework comprises two indicators.

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

The proportion of operational buildings that are suitable for their current use has gone up by one place in the national ranking, keeping us in the first quartile. Additionally, Inverclyde's performance is also 10.4% above the national average for this measure.

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 4.6% which in turn improved our ranking by seven places. Again, we are comfortably above the national average for this measure.

5.9 Economic development

This section of the 2015/16 Framework comprises five indicators.

Scotland-wide, while there was an increase in the number of unemployed people assisted into work from council funded/operated employability programmes between 2012/13 and 2014/15, this has reduced slightly in the past 12 months (from 14.4% in

2014/15 to 13.91% in 2015/16). Our performance for this measure also reduced during the same period (by 6%). While we retained our position in the first quartile, we dropped five places in the national rankings.

In planning services, costs rose slightly in the past 12 months from £4,251.10 per application to £4,832 per application. During the same period, however, the cost per planning application in Inverclyde decreased from £8,900 to £8,276. Our ranking also improved from 30th place to 27th due to an increase in the number of planning applications received during that financial year.

In parallel, nationally, the time taken to process commercial planning applications reduced by 13.6% between 2012/13 and 2014/15, before increasing slightly in the past year. In terms of indicator ECON 3: Average time (in weeks) per commercial planning application, the Improvement Service advise that 'blank spaces (in the spreadsheets) indicate that a local authority either does not provide the service or did not provide data for that indicator'. While Inverclyde Council clearly provides a commercial planning processing service, planning applications may have been categorised in different ways by Scottish local authorities. The Council will liaise with the Improvement Service to clearly establish what information is required to allow the data for this measure to be collated for future reporting years.

Nationally, the Business Gateway start-up rate reduced from 18.9% to 16.9% in the last year. Locally, however, we saw an increase of 0.3% for this measure in 2015/16. Our ranking subsequently increased by five places to 16th position which resulted in us moving into the second quartile.

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 2015/16 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 2015/16 – report to the Policy and Resources Committee on 15 November 2016

SOLACE Improving Local Government Benchmarking Framework 2014/15 – report to the Policy and Resources Committee on 22 March 2016

SOLACE Improving Local Government Benchmarking Framework 2015/16

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 2015/16, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2015 under SPI 2, is presented in this Appendix.

The LGBF indicators provide details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the other 31 Scottish local authorities. Further information on the LGBF Indicators is available here: [🏠 Improvement Service - LGBF 2015/16](#) 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 2015/16






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SOLACE Improving Local Government Benchmarking Framework 2015/16

Children's services

		Change in rank 2014/15-2015/16	
Education costs			
CHN1	Cost per primary school pupil	●	↓ red - declined
CHN2	Cost per secondary school pupil	●	↔ amber - performance maintained
CHN3	Cost per pre-school education registration	●	↑ green - improved
Educational attainment by secondary school pupils			
CHN4	New definition: % of Pupils gaining 5+ Awards at Level 5	●	↓ red - declined
CHN5	New definition: % of Pupils gaining 5+ Awards at Level 6	●	↑ green - improved
CHN6	New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)	●	↓ red - declined

SOLACE Improving Local Government Benchmarking Framework 2015/16

		Change in rank 2014/15-2015/16	
CHN7	New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)		↑ green - improved
Looked after children costs			
CHN8a	Gross cost of 'children looked after' in residential-based services per child per week	details will be available in March 2017	
CHN8b	Gross cost of 'children looked after' in a community setting per child per week		
CHN9	Balance of care for looked after children - % of children being looked after in the community		
CHN10	% of Adults satisfied with local schools		↑ green - improved
CHN11	Proportion of pupils entering positive and sustained destinations	details will be available in March 2017	
Total tariffs			
CHN12a	New: Overall average total tariff		↑ green - improved
CHN12b	New: Average total tariff - SIMD Quintile 1		↑ green - improved
CHN12c	New: Average total tariff - SIMD Quintile 2		↓ red - declined

SOLACE Improving Local Government Benchmarking Framework 2015/16

		Change in rank 2014/15-2015/16	
CHN12d	New: Average total tariff - SIMD Quintile 3	●	↓ red - declined
CHN12e	New: Average total tariff - SIMD Quintile 4	●	↑ green - improved
CHN12f	New: Average total tariff - SIMD Quintile 5	●	↑ green - improved

**Children's services:
18 indicators**



SOLACE Improving Local Government Benchmarking Framework 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
4,598.72	13th	4,733.06	2nd	↓3 places (10th)	4,453.47	4,278.44	4,279.48

CHN2: Cost per secondary school pupil							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
6,793.38	19th	6,736.84	3rd	↔ no change	6,705.30	6,357.92	6,252.12

CHN3: Cost per pre-school education registration							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
5,311.29	31st	3,853.71	4th	↑1 place (32nd)	4,866.86	4,521.71	4,922.71

SOLACE Improving Local Government Benchmarking Framework 2015/16

What the data tells us:

The data shows that our cost per primary school pupil increased slightly in 2015/16 which resulted in our ranking decreasing by three places to 10th. However, our figure is below the national average. The range for this indicator is £4,052.03-£8,380.77 (Clackmannanshire and Orkney Islands respectively).

There was also a very small increase in the costs per secondary school, putting us slightly higher than the Scottish average. Our ranking is unchanged at 19th. The range for this indicator is £5,767.41-£11,668.74 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2015/16 by £444.43, meaning we are the second most expensive local authority in Scotland for pre-school registration. The range for this indicator is £2,367.44-£5,408.58 (Moray and Eilean Siar respectively).

Contextual information:

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

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, while the staff costs remain relatively fixed. The following table shows how the expenditure costs and uptake of places has changed between 2010/11 and 2015/16:

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

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2014/15	£7,000,000	1,432 places	£4,888
2015/16	£7,594,000	1,560 places	£4,868

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. The costs relating to ASN are recorded against the Early Years budget which is different from Primary and Secondary budgets. Additionally, posts such as Family Support Workers and Bus Escorts are 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.

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

Next steps:

Early Years continues to be a strategic priority 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.

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

- CHN4** New definition: % of Pupils gaining 5+ Awards at Level 5
CHN5 New definition: % of Pupils gaining 5+ Awards at Level 6
CHN6 New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)
CHN7 New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)

CHN4: % of Pupils gaining 5+ Awards at Level 5							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
57	22nd	59	3rd	↓2 places (20th)	55	53	54

CHN5: % of Pupils gaining 5+ Awards at Level 6							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
30	21st	33	3rd	↑4 places (25th)	27	24	27

CHN6: New: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
41	8th	39	1st	↓3 places (5th)	41	32	36

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CHN7: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
16	8th	15	1st	↑8 places (16th)	12	12	13

What the data tells us:

In 2015/16, there was an increase in the number of pupils who gained 5+ Awards at Level 5 and at Level 6 (2% and 3% respectively). Despite the improvement in the performance of the first measure, our ranking decreased by two places from 20th to 22nd. The range for this indicator is 48%-82% (Glasgow City and East Renfrewshire respectively). Our ranking for the percentage of pupils gaining 5+ Awards at Level 6 improved by four places from 25th to 21st, taking us from the 4th to the 3rd quartile for this measure. The range for this indicator is 23%-62% (Glasgow City and East Renfrewshire respectively).

The number of pupils from deprived areas gaining 5+ Awards at Level 5 remained at 41% for the second year in a row; this means we are 2% above the Scottish average figure of 39%. Despite our ranking for this measure dropping from 5th place to 8th place, we retained our position in the first quartile. In 2015/16, we saw an improvement of 4% in the number of pupils from deprived areas gaining 5+ Awards at Level 6; this resulted in our ranking increasing from 16th to 8th which takes us into the first quartile for this measure.

Contextual information:

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

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

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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:

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

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

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CHN10 % of Adults satisfied with local schools

CHN10: % of Adults satisfied with local schools						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
87.3	4th	78	1st	↑7 places (11th)	86.3	83.3

What the data tells us:

The data is sourced from the Scottish Household Survey and shows that there has been a slight increase (1%) 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 for this measure. 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 Inverclyde new build schools – Newark Primary and Inverclyde Academy - on their School Estate Project Case Study material, highlighting these as good practice;
- Newark Primary School was shortlisted for the Scottish Design Awards 2008 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;

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- the architects of Inverclyde Academy won two prizes in the International Green Apple Awards – National Gold Winner Scotland 2009 and Scottish National Green Champion 2009;
- Notre Dame High School was a regional finalist in the 2012 Civic Trust Awards;
- Binnie Street Children’s Centre was nominated in the Conservation category of the Glasgow Institute of Architects Design Awards 2012; and
- the Port Glasgow Community Campus received a commendation as part of the 2015 Civic Trust Awards.

We also 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 ASN estate with the primary school refurbishment programme ongoing. Proposals for the acceleration of the remaining primary school projects and works across the early years estate were agreed as part of the Council’s 2016 budget-setting process to allow completion of the programme by 2020. This 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.

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CHN11: Proportion of pupils entering positive and sustained destinations

CHN11: Proportion of pupils entering positive and sustained destinations (initial)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
details will be available in March 2017					94.3	94	94.9

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 number of Inverclyde pupils who entered a positive and sustained 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 and sustained 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 assisted Education Services and SDS 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 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 the 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 LGBF.

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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) and the second annual report issued in August 2016. 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 and will form part of the statistical publication schedule for the Scottish Government.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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

CHN12a **New:** Overall average total tariff

CHN12b **New:** Average total tariff - SIMD Quintile 1

CHN12c **New:** Average total tariff - SIMD Quintile 2

CHN12d **New:** Average total tariff - SIMD Quintile 3

CHN12e **New:** Average total tariff - SIMD Quintile 4

CHN12f **New:** Average total tariff - SIMD Quintile 5

CHN12a New: Overall average total tariff							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
888.55	12th	875.23	2nd	↑6 places (18th)	836.76	770.8	814.51

CHN12b New: Average total tariff - SIMD Quintile 1							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
681	3rd	600	1st	↑3 places (6th)	623	559	580

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CHN12c New: Average total tariff - SIMD Quintile 2							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
843	6th	739	1st	↓2 places (4th)	820	675	716

CHN12d New: Average total tariff - SIMD Quintile 3							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
923	10th	862	2nd	↓3 places (7th)	920	903	986

CHN12e New: Average total tariff - SIMD Quintile 4							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1,140	3rd	997	1st	↑2 places (5th)	1,080	1,105	1,074

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CHN12f	New: Average total tariff - SIMD Quintile 5						
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1,346	3rd	1,195	1st	↑3 places (6th)	1,232	1,211	1,279

What the data tells us:

The total tariff indicators were introduced to the LGBF in 2015/16. While these measures are new for this year, historical information from 2012/13 onwards is also available.

Contextual information:

This suite of measures shows the average tariff scores for pupils, based on their SIMD quintile. From these results, we can see that Inverclyde's pupils, regardless of where they live, are achieving high levels of qualifications. In terms of indicator CHN12a, which measures our overall tariff score, our performance has improved by six places between 2014/15 and 2015/16; this takes us from the 3rd quartile to the 2nd one for this measure.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Corporate services

		Change in rank 2014/15-2015/16	
CORP 1	Support services as a % of total gross expenditure	●	↔ amber - performance maintained
CORP 2	Cost of democratic core per 1,000 population	●	↔ amber - performance maintained
CORP 3b	Equal opportunities: % of the highest paid 5% employees that are women	●	↑ green - improved
CORP 3c	New: The gender pay gap	details only available from 2015/16	
CORP 4	Council Tax: the cost per dwelling of collecting Council Tax	●	↓ red - declined
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	●	↑ green - improved
CORP 6a	Sickness absence: the average number of working days per employee lost through sickness absence – teachers	●	↑ green – improved

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CORP 6b	Sickness absence: the average number of working days per employee lost through sickness absence – all other employees	●	↑ green - improved
CORP 7	Council Tax: % of income due from Council Tax received by the end of the year	●	↓ red - declined
CORP 8	Payment of invoices: % of invoices sampled that were paid within 30 days	●	↓ red - declined

Corporate services:
10 indicators



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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.9	2nd	5.4	1st	↔ no change	3	3.1	3

CORP 2: Cost of democratic core per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
28,352.20	13th	29,980.64	2nd	↔ no change	28,637.62	28,003.98	29,995.04

What the data tells us:

For the third consecutive year, Inverclyde had the second lowest central support costs as a percentage of total gross expenditure. Our central support costs reduced very slightly (0.1%) between 2014/15 and 2015/16; this means we are 2.5% below the Scottish average for this measure. Our ranking is unchanged. The range for this indicator is 2.5%-10.2% (North Ayrshire and Edinburgh City respectively).

Our core democratic costs per 1,000 population also reduced in 2015/16 (by £285.42). Our figure is comfortably below the Scottish average while our ranking remained the same. The range for this indicator is £12,490.39-£152,699.58 (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. 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.

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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

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

CORP 3c New: The gender pay gap

CORP 3b: Equal opportunities policy: % of the highest paid 5% employees that are women							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
53.2	10th	51.89	2nd	↑3 places (13th)	50.63	50	46.99

CORP 3c: New: The gender pay gap							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
10.89	31st	4.98	4th	new indicator for 2015/16			

What the data tells us:

The data shows that the number of employees in the highest 5% of earners that are female increased by 2.57% in 2015/16; our ranking subsequently increased by three places to 10th in Scotland. The number of female employees at Inverclyde Council that are in the highest 5% of earners is 1.31% above the national average. The range for this indicator is 23.02%-61.01% (Shetland and Aberdeenshire respectively).

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

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


Contextual information:

In 2015/16, there were 203 employees in the top 5% of earners at Inverclyde Council; of these, 108 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 also subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

To find out more about the Council's work around equality and diversity, visit:  [Equality and diversity](#).

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 delivers face-to-face training across Council Services, bringing in outside organisations, where appropriate. Online training is currently being developed around Hate Crime and recruitment and selection procedures have recently been reviewed with a great emphasis placed on equality and diversity. 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 among managers and employees and an e-learning equality module is available, together with short modules on each protected characteristic.

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
12.15	25th	10.34	4th	↓3 places (22nd)	11.73	14.05	15.47

CORP 7: Council Tax: % of income due from Council Tax received by the end of the year							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
95.12	23rd	95.66	3rd	↓1 place (22nd)	94.8	94.51	94.18

What the data tells us:

Cost per dwelling of collecting Council Tax: While the cost per dwelling of collecting Council Tax increased in 2015/16 by £0.42, £0.26 can be attributed to a one-off performance payment from Scottish Water in 2014/15 of £10,000. Central support charges have increased by £11,000 and this is out with our control; this, combined with increased employee costs, has contributed to the increase. In terms of comparison with other councils, as stated in previous years, this figure is not a true comparison as different local authorities include/exclude different factors which reduce their costs. It should also be noted that our cost per dwelling is still £1.90 less than two years ago and £4.46 less than five years ago.

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The costs for this indicator range from £3.65 in Fife to £24.98 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 0.32%) and was the highest ever achieved by the Council. Although our ranking reduced by one place to 23rd position, we retained our position in the third quartile. The range for this indicator is very small: 93.59% in Dundee City to 98.53% in Perth and Kinross. This indicates that all councils have a similar percentage for this indicator, with only a 4.94% difference between the best and poorest performing local authorities.

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 reduced for both Council Tax measures. However, 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 local authorities 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 to ensure a like-for-like comparison is made.

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 Corporate Directorate Improvement Plan 2016/19 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 local authorities on a Band-by-Band basis and that housing tenure/values are a key influence on this measure.

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

Despite the continuing difficult economic climate, in-year Council Tax collections rose by 0.32%. 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.

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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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.

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

Both indicators are monitored and reported on via the Corporate Directorate Improvement Plan 2016/19 progress reports.

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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1.43	12th	70.3	2nd	↑2 places (14th)	2.2	0.7	16.6

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, reduced in 2015/16 from 2.2 hours to 1.43 hours. This resulted in our ranking improving by two places which meant we retained our position in the second quartile. Our performance is still well below the national average of 70.3 hours and indeed that of the poorest performing council's figure. The range for this indicator is 0.37 hours-988.7 hours (East Renfrewshire and Orkney Islands 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 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
5.5	6th	6.12	1st	↑12 places (18th)	6.42	7.56	8.35

CORP 6b: Sickness absence: the average number of working days per employee lost through sickness absence – all other employees							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
9.48	5th	10.63	1st	↑14 places (19th)	11.11	11.89	10.68

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 0.92 days between 2014/15 and 2015/16, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11. This improvement resulted in a substantial increase in our national ranking - from 18th place to 6th

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

place - taking us from the 3rd quartile to quartile one for the first time. The range for this indicator is 4.16 days-8.68 days (Midlothian and Perth and Kinross respectively).

The number of days lost due to sickness for all employees also fell - by 1.63 days - resulting in an improvement of 14 places in our national ranking, which changed our placing from the 3rd quartile to quartile one. The range for this indicator is 8.76 days-14.76 days (Aberdeenshire and Eilean Siar 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 local authorities 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. Since 2013, a series of absence 'frequently asked questions' sessions have been arranged to assist managers in dealing with absence cases more effectively.

The Council 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 2015/16

Strategies are 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 in Services with higher levels of absence.

As a Council, we have moved to electronic data collection and extract 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 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 trade unions. This new document will also include detailed guidance for managers and employees on the application of the Policy. Appropriate training will be provided. Organisational Development and Human Resources are exploring providing line managers with direct access to make occupational health referrals and this is currently being piloted.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
96.48	4th	92.77	1st	↓1 place (3rd)	96.59	96.3	96.03

What the data tells us:

The performance data shows that Inverclyde is consistently one of the top performing authorities for this measure. In 2015/16, the percentage of invoices that were paid within 30 days was high at 96.48%. Although our national ranking reduced by one place, we retained our position in the first quartile. Our performance for this measure is also comfortably above the Scottish average. The range for this indicator is 75.86%-98.04% (Aberdeenshire 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 is also monitored on a monthly basis and reported through the Corporate Directorate Improvement Plan 2016/19 progress reports.

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Next steps:

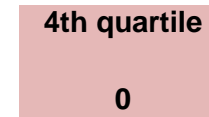
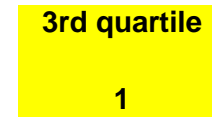
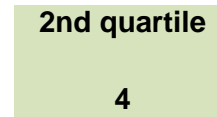
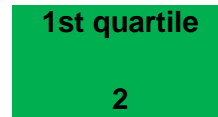
Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Adult social care

		Change in rank 2014/15-2015/16	
SW 1	Older persons (over 65) home care costs per hour	●	↓ red - declined
SW 2	Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+	●	↑ green - improved
SW 3	% of people 65+ with intensive needs receiving care at home	●	↓ red - declined
SW 4	% of Adults satisfied with social care or social work services	●	↑ green - improved
SW 4a	New: % of Adults receiving any care or support who rate it as excellent or good	●	↑ green - improved
SW 4b	New: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	●	↑ green - improved
SW 5	Cost of residential care for older adults (65+) (average weekly cost per resident)	●	↓ red - declined

Adult social care:
7 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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

SW1: Older persons (over 65) home care costs per hour							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
19.71	11th	21.58	2nd	↓10 places (1st)	12.79	17.32	15.57

What the data tells us:

The number of home care hours used to calculate the 2014/15 figure for the above indicator is higher than expected. This may be because all home care hours have been included in the calculation instead of those exclusively for people aged 65+. The Council is liaising with the Improvement Service regarding this matter.

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) increased by £6.92 in 2015/16. Despite the increase, Inverclyde's home care costs per hour are £1.87 less than the national average, when calculated against the national home care return data. The range for this indicator is £14.74-£40.07 (Falkirk and Orkney Islands 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.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Contextual information:

Home care is a priority area for the Council to enact a shift in the balance of care and the move to reablement and meeting the intensive needs of the client base. 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 hours are only available from 2014/15, using the Health and Social Care Partnership's (HSCP) CM2000 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 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
4.63	9th	6.65	2nd	↑22 places (31st)	1.04	1.15	0.95

What the data tells us:

The performance data shows self-directed support (SDS) spending on adults aged 18+ as a percentage of total social work spend on adults 18+ increased by 3.59% in 2015/16; our ranking subsequently changed from 31st to 9th. Self-directed support spending in Inverclyde is now just 2.02% below the Scottish average. The range for this indicator is 0.93%-27.59% (Dundee and Glasgow City respectively). As previously reported, Glasgow was a test site for self-directed support.

Contextual information:

This is a priority area for the Council as The Social Care (SDS) (Scotland) Act 2013 requires local authorities to offer people four choices on how their assessed social care is delivered. Initially, there was a slow uptake in SDS in Inverclyde, however, the pace increased between 2014/15 and 2015/16. The focus has been on the development of processes to ensure people have been made aware of the options and that this is supported with fair and equitable access to services. Recording of SDS options has improved and this is in part the reason for the reported increase in performance, as well as some improvement in take up of Options 1 and 2. Staff training has been completed to tie outcome-based assessments with the options for SDS. Robust resource allocations are being developed along with public information and briefing sessions for providers. Performance is monitored through quarterly performance service reviews and the SDS Implementation Group.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

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

Additionally, the HSCP is developing its Market Position Statement and Market Facilitation Plan; the target completion date is 31 March 2017. These documents will better set out our commissioning intentions including an update on the implementation of the SDS legislative requirements and progress on the development of an Option 2 framework.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31.21	23rd	34.78	3rd	↓4 places (19th)	34.4	32.6	35.53

What the data tells us:

The performance data shows that the percentage of people aged 65+ with intensive needs receiving care at home dropped slightly during 2015/16. Our national ranking has therefore changed from 19th place to 23rd out of the 32 Scottish local authorities. The range for this indicator is 20.39%-48.8% (East Renfrewshire and North Lanarkshire respectively).

Contextual information:

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

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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.

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 2015/16

There are a number of social work satisfaction measures that should be considered together:

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

SW 4: % of Adults satisfied with social care or social work services						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
66	6th	50.67	1st	↑3 places (9th)	65.67	68.7

SW 4a: New: % of Adults receiving any care or support who rate it as excellent or good					
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15
83.68	9th	84	2nd	↑5 places (14th)	85.96

SW 4b: New: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life					
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2010/14-2013/16	2010/14
88.39	4th	81	1st	↑4 places (8th)	87.18

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

What the data tells us:

There was a small increase (0.33%) in satisfaction with social care or social work services. Our figure for this measure is comfortably above the national average. Our national ranking improved by three places (from 9th to 6th position), which puts us in the first quartile. The range for this indicator is 36.33%-72.67% (Edinburgh City and Clackmannanshire respectively).

There was a decrease (2.28%) in the number of adults receiving any care or support who rate it as excellent or good; despite this, our ranking improved by five places to 9th position. The range for this indicator is 73%-88.12% (Midlothian and West Dunbartonshire respectively).

Between 2010/14 and 2013/16, we saw a small increase (of 1.21%) in the number of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. Our position of 4th place puts us in the 1st quartile for this measure, an improvement of four places on the previous period. We are also comfortably above the average for this indicator. The range for this indicator is 77%-92.39% (Stirling and East Lothian respectively).

Contextual information:

For indicator SW 4 – the percentage of adults satisfied with social care or social work services - the satisfaction data is drawn from the Scottish Household Survey. Additionally, for the first time, satisfaction measures from the Care and Experience Survey have been included in the Framework this year in recognition that these provide more robust and reliable data in relation to service user experience of social care.

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%, just 2% below than the figure provided by the Scottish Household Survey.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
357.95	13th	368.85	2nd	↓8 places (5th)	316.52	351.73	355.67

What the data tells us:

When the 2014/15 figure for the above indicator was calculated, the number of places in residential care for older adults (65+) was higher than our internal records indicated. The Council has liaised with the Improvement Service regarding this matter and it has been established that some residents have been double counted because they have more than one care type. The agreed number of people has now been revised accordingly. The impact of this amendment is that the average weekly cost per resident in 2014/15 would change from £316.52 to £351.87. The Improvement Service has confirmed that the 2014/15 figure for this measure will be updated when the Framework is refreshed in March 2017.

The data therefore shows that our net cost of residential care for older adults (65+) per week increased by £6.08 in 2015/16. However, our cost is £10.90 lower than the national average. The range for this indicator is £171.15-£959.13 (Dumfries and Galloway and Shetland 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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

settings. The fluctuations in the reported figure can be dependent on the number of placements Inverclyde has funded, as well as the balance between Social Work-funded placements and those that are funded through Free Personal Care (FPC).

Next steps:

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

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Culture and leisure services

		Change in rank 2014/15-2015/16	
C&L1	Cost per attendance at sport facilities	●	↓ red - declined
C&L2	Cost per library visit	●	↑ green - improved
C&L3	Cost of museums per visit	●	↑ green - improved
C&L4	Cost of parks and open spaces per 1,000 population	●	↑ green - improved
C&L5a	% of adults satisfied with libraries	●	↑ green - improved
C&L5b	% of adults satisfied with parks and open spaces	●	↑ green - improved
C&L5c	% of adults satisfied with museums and galleries	●	↓ red - declined
C&L5d	% of adults satisfied with leisure facilities	●	↔ amber - performance maintained

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Culture and leisure services: 8 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.48	16th	2.99	2nd	↓12 places (4th)	1.52	2.21	1.93

C&L5d: % of adults satisfied with leisure facilities						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
88	3rd	75.67	1st	↔ no change	89.33	88

What the data tells us:

The cost per attendance at sport facilities increased by £0.96 in 2015/16. Our costs for this indicator are comfortably below the Scottish average. However, we are now 16th in Scotland for this measure, a decrease of 12 places between 2014/15 and 2015/16, which put us in the second quartile. The range for this indicator is £0.68-£7.06 (East Ayrshire and West Dunbartonshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland for the second consecutive year. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 56.67%-94% (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 2015/16

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.94	17th	2.44	3rd	↑1 place (18th)	3.35	3.30	3.67

C&L5a: % of adults satisfied with libraries						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
80.67	15th	77.33	2nd	↑5 places (20th)	81	86.43

What the data tells us:

The data shows that the cost per library visit fell slightly in 2015/16 (by £0.41) which resulted in our national ranking improving by one place to 17th. The range for this indicator is £0.98-£4.85 (Edinburgh City and Argyll and Bute respectively).

Satisfaction levels with local libraries remained high in 2015/16 (at 80.67%) meaning our ranking improved from 20th place to 15th, putting us in the second quartile for this measure. It should be noted that Scottish Household Survey data includes all respondents and not just those who are library users. The

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

results of the Citizens' Panel Survey in Spring 2016 put satisfaction with libraries even higher: 83% of respondents who had visited a library in the previous 12 months said they were satisfied or very satisfied with local public libraries. The range for this indicator is 59.33%-95.67% (Scottish Borders and Orkney Islands respectively).

Contextual information:

Inverclyde's library service continues to work hard to increase its visits figure and was pleased to see that the 2.21% increase in visitors between 2013/14 and 2014/15 was followed by a 4.47% rise between 2014/15 and 2015/16; this further decreases the costs per person.

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

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

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

Next steps:

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

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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
3.58	15th	3.07	2nd	↑2 places (17th)	3.96	4.60	5.22

C&L5c: % of adults satisfied with museums and galleries						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
82	7th	74	1st	↓1 place (8th)	82.33	80.33

What the data tells us:

The data shows that the cost per visit to the Museum fell for the fourth consecutive year, which took us from the third quartile to the second one in 2015/16. The range for this indicator is £0.31-£18.95 (North Ayrshire and Renfrewshire respectively).

The percentage of adults satisfied with museums and galleries fell slightly (by 0.33%). However, our ranking improved from 8th place to 7th, which means we are still in the first quartile. We are also well above the Scottish average for this measure. Additionally, feedback from the Council's Citizens' Panel showed

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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, together with extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest out with the cities. Cities have a higher potential visiting population, so costs per visit for the McLean are relatively higher given the smaller local population which it serves directly. Additionally, Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low. Given these influencing factors, a ranking of 15th out of 32 local authorities for the cost per museum visit is reasonable.

Next steps:

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

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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31,208	27th	22,232	4th	↑5 places (32nd)	39,582	37,281	37,023

C&L5b: % of adults satisfied with parks and open spaces						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2012/15	2010/14
85.33	18th	85.67	3rd	↑5 places (23rd)	84.33	82.47

What the data tells us:

The performance data shows that the cost of parks and open spaces per 1,000 population decreased significantly (by £8,374) between 2014/15 and 2015/16, resulting in an improved national ranking of five places to 27th. This means we are no longer the most expensive local authority in Scotland regarding the cost of parks and open spaces per 1,000 population. Despite this improvement, however, our performance therefore remains in the 4th quartile and our costs are £8,976 higher than the Scottish average. The range for this indicator is £960-£40,942 (Eilean Siar and West Dunbartonshire respectively).

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Satisfaction data has been extracted from the Scottish Household Survey. There was an increase of 1% regarding satisfaction with parks and open spaces in 2015/16 and our ranking improved by five places. The range for this indicator is 74.33%-93.33% (Scottish Borders and Shetland Islands 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 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.

Next steps:









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

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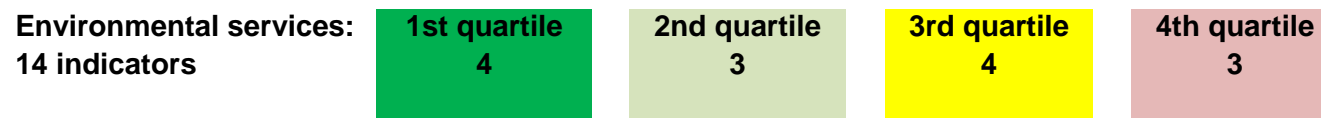
Environmental services

		Change in rank 2014/15-2015/16	
ENV 1	Gross cost of waste collection per premises	not included in the LGBF 2015/16	
ENV 1a	Net cost per waste collection per premises	●	↓ red - declined
ENV 2	Gross cost per waste disposal per premises	not included in the LGBF 2015/16	
ENV 2a	Net cost per waste disposal per premises	●	↑ green - improved
ENV 3a	Net cost of street cleaning per 1,000 population	●	↑ green - improved
ENV 3c	Cleanliness score (% acceptable)	●	↑ green - improved
ENV 4a	Cost of maintenance per kilometre of roads	●	↓ red - declined
ENV 4b	% of A class roads that should be considered for maintenance treatment	●	↑ green - improved

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ENV 4c	% of B class roads that should be considered for maintenance treatment		↔ amber - performance maintained
ENV 4d	% of C class roads that should be considered for maintenance treatment		↓ red - declined
ENV 4e	% of unclassified roads that should be considered for maintenance treatment		↑ green - improved
ENV 5	Cost of trading standards and environmental health per 1,000 population	not included in the LGBF 2015/16	
ENV 5a	Cost of trading standards per 1,000 population		↓ red - declined
ENV 5b	Cost of environmental health per 1,000 population		↓ red - declined
ENV 6	% of Total household waste arising that is recycled		↓ red - declined
ENV 7a	% of Adults satisfied with refuse collection		↑ green - improved
ENV 7b	% of Adults satisfied with street cleaning		↓ red - declined

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

- ENV 1** Gross cost of waste collection per premises (not included in the LGBF 2015/16)
- ENV 1a** Net cost per waste collection per premises
- ENV 2** Gross cost per waste disposal per premises (not included in the LGBF 2015/16)
- ENV 2a** Net cost per waste disposal per premises
- ENV 6** % of Total household waste arising that is recycled
- ENV 7a** % of Adults satisfied with refuse collection

ENV 1: Gross cost of waste collection per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	2nd	83.49	1st	↑1 place (3rd)	58.74	58.43	67.20

ENV 1a: Net cost per waste collection per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
39.98	3rd	63.40	1st	↓1 place (2nd)	37.91	37.14	42.97

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ENV 2: Gross cost per waste disposal per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	8th	104.65	1st	↓3 places (5th)	87.90	81.14	78.62

ENV 2a: Net cost per waste disposal per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
82.79	11th	97.02	2nd	↑2 places (13th)	80.97	72.81	72.37

ENV 6: % of Total household waste arising that is recycled							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
54.7	5th	44.3	1st	↓4 places (1st)	56.8	55.5	54.1

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ENV 7a: % of Adults satisfied with refuse collection						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
93	2nd	83	1st	↑2 places (4th)	91	89.2

What the data tells us:

Our net cost of waste collection increased by £2.07. While our ranking reduced by one place, we retained our position in the first quartile. Additionally, our costs are among the lowest in Scotland and considerably below (£23.42) the Scottish average. The range for this indicator is £36.56-£94.44 (Shetland Islands and Highland respectively).

Although our net cost per waste disposal per premises increased by a small amount (£1.82), our ranking improved by two places to 11th. Our costs are well below the Scottish average (by £14.23). 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 £43.89-£176.82 (Falkirk and Argyll and Bute respectively).

Our recycling performance declined by 2.1% in 2015/16 which resulted in a decrease of four places in the national rankings. Despite this, however, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average. The range for this indicator is 9.2%-59.2% (Shetland Islands and Angus 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 an increase of 2% in the satisfaction rate with refuse collection in Inverclyde which meant our national ranking improved by two places to second. Additionally, our score

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is very high at 93% which is 10% above the Scottish average. The range for this indicator is 67%-93.33% (Edinburgh City and Shetland Islands respectively).

Contextual information:

The indicators which measure the gross cost of waste collection and disposal were not included in the LGBF 2015/16.

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

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

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

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

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'.

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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.

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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
16,365	24th	15,480	3rd	↑3 places (27th)	18,495	16,735	17,030

ENV 3c: Cleanliness score (% acceptable)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
94	15th	93	2nd	↑4 places (19th)	94	96	93

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ENV 7b: % of Adults satisfied with street cleaning						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
78.67	11th	73.67	2nd	↓1 place (10th)	78.67	77.9

What the data tells us:

The cost of street cleaning reduced by £2,130 between 2014/15 and 2015/16; this resulted in an improvement in our national ranking of three places to 23rd which puts us in the third quartile. The range for this indicator is £6,879-£26,460 (Moray and Glasgow City respectively).

Our overall cleanliness index score remained at 94% for the second consecutive year while our ranking improved by four places to 15th. While we are now in the second quartile for this indicator, the impact of significant investment in this area would not affect a major change in performance for Inverclyde. The range for this measure is 81%-99% (Aberdeen City and Midlothian respectively).

In 2013/16, Inverclyde's performance for the indicator which measures satisfaction with street cleaning was 78.67%, the same as the previous period. Our score is also 5% higher than the national average. The range for this indicator is 58.67%-85.67% (Eilean Siar and East Lothian respectively).

Contextual information:

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

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

Next steps:

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

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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31,164	31st	10,791	4th	↓1 place (30th)	27,659	25,779	28,270

ENV 4b: % of A class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
31.2	24th	29	3rd	↑2 places (26th)	33.9	37.8	32.7

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ENV 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
36.2	26th	34.80	4th	↔ no change	38	43.4	44.3

ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
44.3	29th	34.7	4th	↓2 places (27th)	46.9	49.1	47.4

ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2012/16	Ranking	Scotland	Local authority quartile	Change in rank 2011/15-2012/16	2011/15	2010/14	2009/13
44.5	23rd	40.1	3rd	↑4 places (27th)	47.9	50.8	51.1

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What the data tells us:

The data shows there was an increase (£3,505) in the cost per kilometre of road maintenance in 2015/16. Our national ranking for this indicator declined by one place to 31st. Our costs are therefore the second most expensive in Scotland and £20,373 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, our long term investment requirements would be even greater. The range for this indicator is £3,997-£55,152 (Dumfries and Galloway and Aberdeen City respectively).

There has been a reduction in the percentage of all classes of Inverclyde's roads which require maintenance treatment:

	Reduction in roads requiring maintenance treatment	Change in national ranking
A class roads	↓ 2.7%	↑ 2 places to 24th place
B class roads	↓ 1.8%	↔ no change 26th place
C class roads	↓ 2.6%	↓ 2 places to 29th place
Unclassified roads	↓ 3.4%	↑ 4 place to 23rd place.

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

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Contextual information:

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

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

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

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

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Next steps:

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

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

ENV 5 Cost of trading standards and environmental health per 1,000 population (not included in the LGBF 2015/16)

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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	20th	23,433.50	3rd	↔ no change	21,412.47	22,400.70	38,225.09

ENV 5a: Cost of trading standards per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15 - 2015/16	2014/15	2013/14	2012/13
2,792.50	3rd	5,873.30	1st	↓1 place (2nd)	3,067.90	1,992.30	1,908.80

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ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15 - 2015/16	2014/15	2013/14	2012/13
17,836	23rd	16,849	3rd	↓1 place (22nd)	18,345	20,408	36,316

What the data tells us:

The data shows that the cost of trading standards in Inverclyde reduced by £275.40 which means we are still amongst the lowest in Scotland with a ranking of 3rd place. The range for this indicator is £1,999-£12,523.10 (East Lothian and Eilean Siar respectively).

Our environmental health costs also reduced in 2015/16 (by £509). While this put us in the 3rd quartile for the third year in a row, with a ranking of 23rd, we are only slightly higher than the national average. The range for this indicator is £7,403-£27,845 (East Renfrewshire and Shetland Islands respectively).

Contextual information:

The indicator which measures the combined cost of trading standards and environmental health was not included in the LGBF 2015/16.

Trading Standards: The figure is based on the service's estimates of costs for 2015/16 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.

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

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2015/16, 25 of the 32 local authorities engaged in the third round of benchmarking. Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £9,120 which placed us in the 2nd quartile. The range of costs was fairly tight with the average coming in at £9,280 per 1,000 population.

Next steps:

The benchmarking process for environmental health indicators will continue.

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Corporate assets

		Change in rank 2014/15-2015/16	
Corporate asset 1	% Proportion of operational buildings that are suitable for their current use	●	↑ green - improved
Corporate asset 2	% Proportion of internal floor area of operational buildings in satisfactory condition	●	↑ green - improved

Corporate assets:
2 indicators



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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
90	7th	79.6	1st	↑1 place (8th)	88.7	87.2	80.3

Corporate asset 2: % Proportion of internal floor area of operational buildings in satisfactory condition							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
89.8	11th	81.5	2nd	↑7 places (18th)	85.2	83.5	82.3

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 well above the Scottish average for both indicators.

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The proportion of operational buildings that are suitable for their current use has gone up one place in the national rankings which maintains our position in the first quartile. The range for this indicator is 59.3%-100% (Edinburgh City and Renfrewshire respectively).

Our performance for the second corporate asset indicator improved by 4.6% which resulted in an improvement in our ranking of seven places; this means we move from the 3rd quartile to the 2nd quartile for this measure. The range for this indicator is 40.8%-99.5% (Moray and North Ayrshire respectively).

Contextual information:

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

Condition surveys on our main properties were carried out in 2008/09. The surveys were broken down into the 11 elements required by Audit Scotland. The surveys and the identified necessary repairs were analysed and each building was given a rating. In the following years, all improvement 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.

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In 2011/12, two new secondary schools were finished which helped to improve performance in relation to these indicators. Further improvements were achieved in 2012/13 as other properties undergoing refurbishment were completed, such as Whinhill and St Andrew's Primary Schools, Binnie Street Nursery, Gourrock 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.

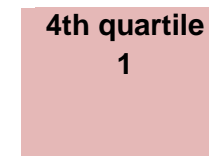
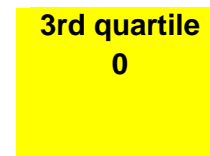
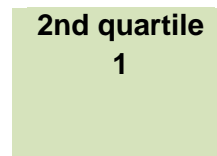
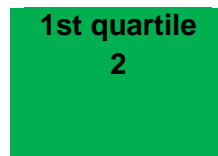
To view the Council's Corporate Asset Management Strategy 2016/18, visit  [Corporate Asset Management Strategy 2016/18](#).

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Economic development

		Change in rank 2014/15-2015/16	
ECON 1:	% of Unemployed people assisted into work from Council operated/funded employability programmes	●	↓ red - declined
ECON 2:	New: Cost per planning application	●	↑ green - improved
ECON 3:	New: Average time (in weeks) per commercial planning application	no activity in 2015/16	
ECON 4:	New: % of Procurement spent on local small/medium enterprises	●	↑ green - improved
ECON 5:	New: Number of Business Gateway start-ups per 10,000 population	●	↑ green - improved

Economic development:
5 indicators



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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 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
19.2	6th	13.91	1st	↓5 places (1st)	25.2	22.3	16.3

What the data tells us:

The performance data for 2015/16 shows that there was a decrease of 6% in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. While we retained our position in the first quartile, we dropped five places in the national rankings. The range for this indicator is 1.1%-31.6% (Argyll and Bute and North Lanarkshire respectively).

Contextual information:

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

Local providers and Council-funded provision have made very significant inroads in reducing short term and youth unemployment, both of which are recording historically low rates. Accordingly, the targeting of services and client engagement is increasingly geared towards longer

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term unemployed Benefit claimants with more complex support requirements. Inverclyde has incorporated support for people with disabilities, learning disabilities, autism, addictions, care experienced and those on long term Incapacity Benefit, sometimes with an average Benefit dependency of over twenty years. The effort and time taken to support this client group into sustained employment is greater and requires more resource, therefore, it is to be expected that the progressions rate will be reduced and further complicated when national programmes through the DWP and Skills Development Scotland have also been reduced.

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

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

Inverclyde Council has continued to make significant investment in employability services, with resources identified for end-to-end employability, together with an additional resource for specialist activity. Reducing unemployment and increasing achievements are key objectives of the Single Outcome Agreement 2013/18, the Inverclyde Economic Development and Regeneration and Single Operating Plan 2014/17 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19.

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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.

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

ECON 2: New: Cost per planning application

ECON 3: New: Average time (in weeks) per commercial planning application

ECON 2: New: Cost per planning application							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
8,276.00	27th	4,832.00	4th	↑3 places (30th)	8,900.00	7,722.80	8,112.80

ECON 3: New: Average time (in weeks) per commercial planning application							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
-	-	11.2	-	-	-	8.8	10.3

What the data tells us:

The performance data for 2015/16 shows there was a reduction of £624 in the cost per planning application in Inverclyde. This improvement resulted in an increase of three places in the national rankings, taking us from 30th to 27th. The range for this indicator is £2,504.50-£11,421.90 (East Lothian and Falkirk respectively).


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In terms of indicator ECON 3: Average time (in weeks) per commercial planning application, the Improvement Service advise that 'blank spaces indicate that a local authority either does not provide the service or did not provide data for that indicator'. While Inverclyde Council clearly provides a commercial planning processing service, planning applications may have been categorised in different ways by Scottish local authorities. The Council will liaise with the Improvement Service to clearly establish what information is required to allow the data for this measure to be collated for future reporting years.

Contextual information:

In 2015/16, two planning indicators were introduced to the Framework with the aim of strengthening coverage of this area of local government; historical information for the new measures is available from 2012/13.

Next steps:

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

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ECON 4: New: % of Procurement spent on local small/medium enterprises

ECON 4: New: % of Procurement spent on local small/medium enterprises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
26.9	6th	19.7	1st	↑4 places (10th)	23.2	13.7	18.9

What the data tells us:

The performance data for 2015/16 shows there was an increase of 3.7% in the amount of procurement spent on local small/medium enterprises. This improvement resulted in an increase of four places in the national rankings, taking us from 10th position to 6th and into quartile one. The range for this indicator is 5.8%-53.6% (West Dunbartonshire and Shetland Islands respectively).

Contextual information:

In 2015/16, a number of new measures were introduced to strengthen the Framework's coverage of economic development and planning. The above indicator measures the amount of procurement spent on local small/medium enterprises; historical information is also available from 2012/13.

Procurement spend in local government accounts for a significant proportion of total spend. This measure focussing on the proportion of this spend which can be won by small/medium enterprises is an important indicator of the progress councils are making in delivering on their standing commitment to invest in their local economies and create employment.

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Next steps:

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

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

ECON 5: New: Number of Business Gateway start-ups per 10,000 population						
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14
19.2	16th	16.9	2nd	↑5 places (21st)	18.9	20.8

What the data tells us:

The number of Business Gateway start-ups per 10,000 population increased by 0.3% between 2014/15 and 2015/16. Our ranking subsequently increased by five places to 16th which resulted in us moving into the second quartile. We are also comfortably above the Scottish average for this measure. The range for this indicator is 6.2-26.1 (Glasgow City and Aberdeenshire respectively).



Contextual information:

In 2015/16, a number of new measures were introduced to strengthen the Framework's coverage of economic development and planning; historical information is also available from 2013/14.

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

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Next steps:

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